

**A STUDY ON INFLUENCE OF GRIEVANCE HANDLING  
SYSTEM ON EMPLOYEE SATISFACTION WITH SPECIAL  
REFERENCE TO MERCELY'S ICECREAMS**

**Project Report**

Submitted in partial fulfilment of the requirements  
For the award of the degree of  
**MASTER OF BUSINESS ADMINISTRATION**



University of Calicut

By

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## **DECLARATION**

I, **AISWARYA JOHNSON**, hereby declare that the Project Report entitled “**A STUDY ON INFLUENCE OF GRIEVANCE HANDLING SYSTEM ON EMPLOYEE SATISFACTION WITH SPECIAL REFERENCE TO MERCELY’S ICE CREAMS**” has been prepared by me and submitted to the University of Calicut in partial fulfilment of requirements for the award of the Master of Business Administration, is a record of original work done by me under the supervision of Prof. Dr Jacob P M, Director of Naipunnya Business School, Pongam, Koratty East, Thrissur.

I also declare that this Project work has not been submitted by me fully or partly for the award of any Degree, Diploma, Title or recognition before any authority.

Place: Pongam, Thrissur

Signature of the student

Date:

**AISWARYA JOHNSON**

**YPAWMBA004**

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Place: Koratty East, Thrissur

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**CHAPTER 1**  
**INTRODUCTION**

## 1.1 INTRODUCTION

In today's dynamic and competitive business environment, organizations increasingly recognize the importance of prioritizing employee satisfaction and well-being as a critical component of their success. Central to this effort is the establishment of effective grievance mechanisms that serve as vital channels for employees to voice concerns, seek solutions to workplace issues, and contribute to a positive organizational culture.

The heart of a successful organization are employees who donate their time, skills and energy to move the company forward. However, conflicts and dissatisfaction may arise in workplace interactions due to situations such as interpersonal conflicts, perceived injustice, or dissatisfaction with the organization's policies and practices. If left untreated, these complaints can lead to dissatisfaction, morale, and ultimately employee dissatisfaction.

A grievance is a complaint or concern about an employee's work, treatment, or other work-related matter. Complaints or grievances can come from many sources, including conflicts with co-workers or supervisors, perceived unfair treatment, workplace policies, compensation issues, or safety concerns.

Grievance redressal or handling refers to the process by which an organization addresses and resolves these complaints fairly, transparently and timely. Grievance handling mechanism acts as a bridge between employees and management, providing a means to resolve problems and disputes in the workplace. The effectiveness of this process affects employee satisfaction, which affects many aspects of the job such as productivity, retention, and overall performance.

The importance of employee satisfaction cannot be overstated. Satisfied employees are more committed, loyal and motivated to benefit the organization. For example, employee dissatisfaction can lead to low morale, decreased productivity, absenteeism, or increased emotional distress. Therefore, understanding the impact of dissatisfaction on unraveling the employee satisfaction process is important for organizations' efforts to create a positive work environment necessary for employee health and good work.

The impact of grievance handling mechanisms on employee satisfaction extends beyond individual well-being to broader organizational outcomes. For example,

organizations with effective grievance procedures tend to reduce conflict, increase trust, and improve employee morale; this leads to good leadership and improved performance in the organization. By gaining a deeper understanding of how grievance-handling processes impact employee satisfaction, organizations can develop more effective policies and practices to create a good workplace, improve employee health, and ultimately achieve their goals.

Several components of a grievance handling system that influence employee satisfaction include:

1. Communication

Communication is the cornerstone of effective organizational functioning and employee satisfaction. It encompasses the process of transmitting information, ideas, and feedback between individuals and groups within an organization. Effective communication is clear, timely, and transparent, facilitating understanding and alignment with organizational goals and strategies. It involves both formal channels such as official meetings, emails, and reports, as well as informal interactions like casual conversations and team discussions. Good communication practices ensure that employees are well-informed about company policies, changes, and expectations, which reduces uncertainty and enhances job satisfaction.

Moreover, communication fosters a positive work culture by promoting transparency, trust, and mutual respect among employees and between management levels. It enables leaders to articulate vision and direction clearly, inspiring motivation and commitment among team members. When communication channels are open and responsive, employees feel valued and empowered to contribute meaningfully to organizational success. Effective communication also facilitates conflict resolution, as it encourages dialogue and understanding between conflicting parties. In essence, fostering a culture of effective communication not only enhances employee satisfaction but also improves productivity, teamwork, and overall organizational performance.

## 2. Peer Support:

Peer support refers to the mutual assistance and encouragement that colleagues provide to each other within the workplace. It creates a supportive environment where employees collaborate, share knowledge, and offer emotional backing to one another. This support network is crucial for fostering teamwork, reducing stress, and enhancing job satisfaction. When employees feel supported by their peers, they are more likely to feel valued and appreciated in their roles. Peer support also strengthens relationships among team members, promoting a sense of camaraderie and trust.

In practical terms, peer support can manifest through informal mentorship, knowledge sharing sessions, or simply offering a listening ear during challenging times. It helps employees navigate work-related issues, learn from each other's experiences, and grow professionally. Additionally, peer support contributes to a positive organizational culture by encouraging collaboration and cooperation among team members. Organizations that foster a culture of peer support tend to experience lower turnover rates, higher employee engagement, and increased productivity. Ultimately, peer support plays a vital role in creating a cohesive and supportive workplace where individuals thrive and contribute effectively to organizational goals.

## 3. Work Environment:

The work environment refers to the physical, social, and psychological conditions in which employees perform their tasks within an organization. It encompasses factors such as workplace layout, safety standards, cleanliness, noise levels, and the overall organizational culture. A positive work environment is crucial for fostering employee satisfaction and well-being. It includes ergonomic workstations, adequate lighting, comfortable temperature, and facilities that support health and wellness.

Moreover, a supportive work environment promotes open communication, collaboration, and mutual respect among employees. It encourages teamwork and a sense of belonging, where individuals feel valued and motivated to contribute their best efforts. Organizations that prioritize creating a positive work environment often experience higher levels of employee morale, engagement, and productivity. Employees are more likely to feel satisfied and committed to their roles when they feel safe, respected, and appreciated by their employers.

Additionally, a positive work environment contributes to lower absenteeism and turnover rates, as employees are more likely to remain loyal to organizations that prioritize their well-being. By investing in creating a conducive work environment, organizations can attract top talent, enhance employee retention, and ultimately achieve better business outcomes. Therefore, maintaining and improving the work environment is essential for fostering a productive and harmonious workplace culture.

#### 4. Grievance Resolution:

Grievance resolution refers to the process by which organizations address and resolve employee complaints, concerns, or disputes effectively and fairly. It involves providing employees with formal channels to voice their grievances and ensuring that these issues are investigated, addressed, and resolved in a timely manner. A well-functioning grievance resolution process is crucial for maintaining trust, transparency, and morale within an organization.

Effective grievance resolution begins with establishing clear procedures and policies that outline how grievances should be reported, reviewed, and resolved. It involves listening to employees' concerns with empathy and respect, conducting thorough investigations, and taking appropriate actions based on findings. Fairness and impartiality are essential to gaining employees' trust in the process.

By addressing grievances promptly and fairly, organizations can prevent conflicts from escalating and damaging employee morale and productivity. Employees who feel that their concerns are taken seriously and resolved equitably are more likely to remain satisfied with their jobs and committed to the organization. Therefore, implementing and maintaining an effective grievance resolution system is critical for fostering a positive work environment and promoting employee satisfaction and retention.

#### 5. Effectiveness of the Grievance Handling System:

The effectiveness of the grievance handling system refers to how well an organization's procedures and practices for managing employee grievances are implemented and perceived by its workforce. It encompasses several key factors, including responsiveness, fairness, transparency, and efficiency in addressing and resolving grievances.

A highly effective grievance handling system ensures that employees feel confident and supported in reporting their concerns without fear of retaliation. It involves clear communication of grievance procedures, prompt acknowledgment of grievances, and thorough investigation to gather facts and evidence. Fairness in decision-making and transparency in the process are essential to building trust among employees.

An effective system also includes mechanisms for feedback and improvement, where outcomes of grievance resolutions are communicated to employees, and lessons learned are used to refine the system further. Organizations that prioritize the effectiveness of their grievance handling systems demonstrate a commitment to fairness and employee well-being, which contributes to higher job satisfaction, improved morale, and lower turnover rates.

By continuously monitoring and enhancing the effectiveness of the grievance handling system, organizations can mitigate potential conflicts, maintain a positive workplace culture, and foster a productive environment where employees feel respected, valued, and heard. This, in turn, supports overall organizational success and sustainability.

#### 6. Feedback:

Feedback in the workplace refers to the process of providing information to employees about their performance, behaviors, or contributions. It serves as a valuable tool for both personal development and organizational improvement. Effective feedback is timely, specific, and constructive, aimed at helping individuals understand their strengths, areas for improvement, and alignment with organizational goals.

Regular feedback sessions foster open communication between managers and employees, creating opportunities for dialogue and clarification of expectations. It promotes a culture of continuous learning and improvement, where employees feel valued and supported in their professional growth. Constructive feedback also reinforces positive behaviors and encourages employees to take ownership of their development.

Feedback can be delivered in various forms, such as one-on-one meetings, performance evaluations, peer reviews, or 360-degree feedback processes. It should focus on actionable insights and be delivered with empathy and respect to encourage employee engagement and motivation. Organizations that prioritize effective feedback mechanisms tend to experience higher levels of employee satisfaction, engagement, and productivity, as employees are more likely to feel recognized and empowered to contribute to organizational success.

#### 7. Training and Development:

Training and development refer to initiatives undertaken by organizations to enhance employees' skills, knowledge, and competencies. It encompasses formal programs, workshops, seminars, on-the-job training, and other learning opportunities designed to improve performance and career growth. Effective training and development initiatives align with organizational goals and address specific skill gaps or development needs identified among employees.

Investing in training and development demonstrates an organization's commitment to employee growth and career advancement, fostering a culture of continuous learning and improvement. It equips employees with the skills needed to perform their current roles effectively and prepares them for future responsibilities within the organization. Training programs may cover technical skills, leadership development, soft skills, industry-specific knowledge, or compliance training, depending on organizational priorities and employee development plans.

Moreover, training and development initiatives contribute to higher job satisfaction and employee retention by providing opportunities for professional growth and advancement. Employees who receive adequate training feel more confident in their abilities, leading to increased productivity and job performance. Organizations benefit from a skilled and motivated workforce capable of adapting to evolving business needs and driving innovation. Therefore, effective training and development programs are essential for enhancing organizational competitiveness, employee engagement, and overall performance.



figure 1.1

## 1.2 STATEMENT OF THE PROBLEM

The failure to adequately address grievances ultimately results in a union strike and may cause the closure of the organization. This is one of the primary causes of excessive employee turnover. When the grievances are not looked into, it would create dissatisfaction as well. In order to maintain a positive and effective work environment, each organization must have a well-established grievance handling process. It acts as a platform for employees to express their concerns, grievances, or dissatisfaction with any aspect of their employment. Employees must be given the opportunity to file their grievances in confidence and without concern for reprisal during this process. The study aims to analyse the employee satisfaction towards grievance handling mechanisms at Mercely's ice creams, Perumbavoor. It helps to identify the grievances that significantly affect the employees and determines whether the grievance handling system effectively address these concerns. The study also looks into to identify the elements that lead to employee dissatisfaction with the



present arrangement in order to improve the effectiveness of the grievance handling mechanism. It studies overall satisfaction of employees towards the grievance handling mechanism of the organization.

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

- To identify the demographic factors of employees of Mercely's.
- To assess the satisfaction of the employees towards the grievance handling system of the organisation.
- To determine whether the grievance handling mechanism is influencing the employee satisfaction.

### **1.4 SCOPE OF THE STUDY**

The link between grievance and job satisfaction is significant irrespective of the type of organization because it provides a systematic way to understand employees' perspectives on grievance, which has a big impact on both individual productivity, growth and success of organizations. The purpose of the study is to investigate how employees of this organization feels about their grievance management process. It focuses on throwing light on the need for grievance handling mechanism and helps in evaluating the efficacy of the current system, detecting common complaints made by employees, and looking at what influences employee contentment or dissatisfaction.

### **1.5 RESEARCH METHODOLOGY**

Research methodology is a systematic plan for conducting research. It encompasses the procedures, techniques, and tools that researchers use to collect and analyze data. This framework helps ensure that the research is reliable, valid, and can be replicated by others. It encompasses the research design, tools, sources, period of study, and hypothesis. Research methodology, therefore, provides the foundation for addressing research questions and achieving the study's objectives effectively.

#### **1.5.1 RESEARCH DESIGN**

Research design is the blueprint or detailed plan that guides the researcher in the process of collecting, analysing, and interpreting data that is required to solve the

problem. The research design followed for this research study is descriptive research design where we find a solution to an existing problem. The problem of this study is to find the influence of grievance handling mechanism at Mercely's and its impact on employee satisfaction.

### **1.5.2 SOURCES OF DATA**

Sources of data in research are the origins from which data is obtained for analysis. The two sources of data are namely primary data and secondary data.

- **Primary data**

These are original, firsthand sources of data collected directly through survey from employees using questionnaire. It involves gathering new information directly from original sources or through interaction with participants.

- **Secondary data**

Secondary data is collected from internet, journals and company websites which involves data that has already been collected and recorded by someone else.

### **1.5.3 TOOLS OF DATA ANALYSIS**

Statistical analysis is a methodical process of collecting, organizing, analyzing, interpreting, and presenting data to uncover patterns, relationships, and insights. It involves the application of statistical techniques and methods to make sense of data, draw conclusions, and make informed decisions. The collected data has been analysed by adopting appropriate statistical tool of analysis which is the:

- **Percentage Analysis**

The percentage method is a simple and commonly used statistical tool for analyzing data, especially in descriptive research. Percentage analysis, also known as ratio analysis or proportional analysis, is a method used to evaluate and compare different components of a dataset or financial statement by expressing them as a percentage of a total or base value. Percentage analysis is a valuable analytical tool that provides a standardized framework for comparing and evaluating different components within a dataset. The formula used is:

$$\text{Percentage of respondents} = \frac{\text{number of respondents}}{\text{Total number of respondents}} \times 100$$

### **Pie chart**

A pie chart is a circular statistical graphic that is divided into slices to illustrate numerical proportions. Each slice of the pie represents a category, with the size of each slice proportional to the value or percentage it represents. This makes pie charts effective for showing the relative sizes of parts to a whole. Different colours or shades are typically used to distinguish between the slices, making it easier to compare categories.

### **Bar Chart**

A bar chart, also known as a bar graph, is a visual representation of data that uses rectangular bars to illustrate the values of different categories. The length or height of each bar is proportional to the value it represents, making it easy to compare different categories at a glance. Bar charts are widely used in various fields to display and compare discrete data points, trends over time, and frequency distributions.

- **Regression Analysis**

Regression analysis stands as a cornerstone in the realm of statistical modeling, providing a robust framework for understanding, predicting, and interpreting relationships between variables. Whether exploring the impact of marketing strategies on sales, predicting stock prices based on economic indicators, or understanding the factors influencing academic performance, regression analysis offers valuable insights into complex phenomena across diverse fields. In this essay, we delve into the intricacies of regression analysis, elucidating its methodologies, applications, and significance in data-driven decision-making. Regression analysis is a statistical technique used to model the relationship between one or more independent variables (predictors) and a dependent variable (outcome). It aims to quantify how changes in the independent variables are associated with changes in the dependent variable, allowing for prediction, inference, and hypothesis testing. The relationship between the variables is expressed through a regression equation, which estimates the coefficients of the predictors to predict the value of the dependent variable.

### **Software Used for Data Analysis**

Statistical tools are instruments or techniques used to analyze data and draw meaningful insights from the research. It helps researchers, analysts, and decision-

makers understand patterns, relationships, and trends within datasets. Data analysis involves examining, cleaning, transforming, and modeling data to discover useful information, draw conclusions, and support decision-making. Various software tools are available to facilitate these processes, each with unique features and capabilities. The software tools used in the study are SPSS and MS excel.

- **Statistical Package for the Social Sciences**

Statistical Package for the Social Sciences is a widely used software package for statistical analysis. It helps for data management, analysis, and reporting, making it the most popular statistical tool used by researchers, analysts, and students in various fields. Statistical Package for the Social Sciences (SPSS) has emerged as a cornerstone in the field of statistical analysis and research, revolutionizing the way researchers explore and interpret data across various disciplines. At its core, SPSS serves as a comprehensive tool for statistical analysis, offering a vast array of procedures and techniques for exploring, summarizing, and interpreting data. Whether researchers are conducting basic descriptive analyses or complex multivariate investigations, SPSS provides the necessary tools to handle diverse research questions and data types. From calculating means and standard deviations to conducting advanced regression analyses and factor analyses, SPSS empowers researchers to uncover patterns, relationships, and insights embedded within their data. In conclusion, SPSS stands as a powerful and indispensable tool for statistical analysis and research across diverse disciplines. Its user-friendly interface, versatile capabilities, and robust functionalities empower researchers to explore data, test hypotheses, and generate insights with confidence and efficiency. As research methodologies continue to evolve, SPSS remains at the forefront, enabling researchers to unlock the full potential of their data and advance knowledge in their respective fields.

- **MS Excel**

MS Excel stands as a versatile and indispensable tool for data analysis, empowering users across diverse domains to unlock the value of their data and make informed decisions. Its user-friendly interface, versatile functionalities, and robust features make it a preferred choice for professionals seeking to explore, analyze, and interpret

data effectively. As data continues to play a central role in decision-making processes, Excel remains a trusted ally, enabling users to harness the power of data to drive innovation, solve complex problems, and achieve organizational objectives.

#### **1.5.4 HYPOTHESIS**

A hypothesis is a proposed explanation or prediction for a phenomenon or a set of observations. It is a tentative statement that suggests a relationship between variables or factors based on existing knowledge or theories. Hypotheses are formulated to guide scientific inquiry and can be tested through empirical research methods such as experiments, observations, or surveys. They are essential in advancing understanding within various fields of study by providing a framework for investigating and interpreting data.

**H0:** There is no significant relationship between grievance handling system and employee satisfaction at Mercely's ice creams

**H1:** There is significant relationship between grievance handling system and employee satisfaction at Mercely's ice creams

#### **1.5.5 PERIOD OF THE STUDY**

The project's study period was from April 1 to May 26, 2024, spanning a timeframe of 56 days. This period allows for a thorough study of the subject, enabling the collection of relevant information, in-depth analysis, and implementation of necessary procedures to achieve the project's objectives.

#### **1.5.6 SAMPLE SIZE**

Sample is a representative unit of population. When dealing with people it can be defined as the set of respondents selected from a large population for the purpose of survey. A representative group of 106 respondents employed in Mercely's was selected for the purpose.

#### **1.5.7 SAMPLE FRAME**

The sample frame for this study consisted of the entire employee roster of Mercely's ice creams, Perumbavoor, encompassing individuals across various departments, job

levels, and tenure lengths. This comprehensive list served as the basis for selecting participants using random sampling techniques. By including all employees within the organization, the sample frame aimed to ensure the representation of diverse perspectives and experiences relevant to the study's objectives.

### **1.5.8 SAMPLING STRATEGIES**

Sampling strategies are methodologies used to select a subset of individuals or units from a larger population for inclusion in a research study.

- **Random sampling:**

Each member of the population has an equal chance of being selected by this strategy. For this study, a random sampling strategy was employed to ensure every employee within the organization had an equal opportunity of being selected for participation. This approach aimed to provide a representative sample of employees, allowing for generalizable findings regarding the influence of grievance handling mechanisms on employee satisfaction."

### **1.5.9 POPULATION OF THE STUDY**

Population refers to the total number of people that are respondents of the study. Here, the population is the employees of Mercely's ice cream, Perumbavoor.

### **1.6 LIMITATIONS OF THE STUDY**

- As the selection of participants had been done on the basis of random sampling, the limitation of sampling technique would obviously apply.
- The respondents may not have expressed their strong negative feelings about the organization.
- There are chances for inaccurate responses.
- Given the dynamic nature of employee attitudes, the relevance of the project's findings may be limited to the specific time period during which data was collected and analyzed.
- The respondents' busy schedules made collecting data difficult.

Despite of these limitations, a sincere attempt has been made to collect and analyse the data and present the information as accurately as possible.

## **1.7 INDUSTRY PROFILE**

In a world filled with frozen delights, the ice cream industry stands as a beacon of joy, weaving together history, innovation, and the simple pleasure of indulgence. From its humble origins in ancient civilizations to the bustling markets of today, ice cream has evolved into a beloved treat enjoyed by people of all ages, across continents and cultures.

At the heart of this vibrant industry are the artisans and innovators who craft creamy dreams into reality. Whether it's the classics we know and love or the daring creations that push the boundaries of flavor, each scoop tells a story of passion and creativity.

But the ice cream industry is more than just scoops and cones—it's a dynamic ecosystem shaped by market trends, consumer preferences, and technological advancements. Consumer tastes are ever-evolving, driving demand for healthier options and sustainability initiatives. From low-sugar and dairy-free alternatives to eco-friendly packaging, companies are embracing these trends, pushing the boundaries of what ice cream can be.

Yet, in the middle of all the fast-paced changes, one thing remains constant: the pure delight of savoring a scoop of your favorite flavor on a hot summer day. It's a moment of pure bliss, a reminder of the magic that ice cream brings to our lives.

### **1.7.1 HISTORY OF ICE CREAM INDUSTRY**

The history of the ice cream industry is as rich and varied as the flavors it offers. Dating back to ancient civilizations, the love affair with frozen desserts spans centuries and continents. Early records suggest that as far back as the 4th century B.C., the Chinese were creating frozen concoctions made from snow, mixed with fruit and honey. Similarly, the ancient Greeks and Romans are believed to have enjoyed icy treats made from snow and flavoured with fruits and juices.

However, it wasn't until the 17th century that ice cream as we know it began to take shape. Italian chefs are credited with perfecting the art of gelato, a precursor to modern ice cream, by blending milk, cream, sugar, and flavourings. This culinary innovation quickly spread across Europe, eventually making its way to America

during the colonial era. The industrial revolution of the 19th century brought about significant advancements in ice cream production and distribution. Innovations such as hand-cranked churns and the invention of the ice cream cone transformed the industry, making ice cream more accessible to the masses.

By the early 20th century, ice cream had become a staple treat in America, with soda fountains and ice cream parlors popping up in cities and towns across the country. The advent of refrigeration and pasteurization further revolutionized the industry, enabling mass production and distribution of ice cream products on a scale never before seen. Today, the ice cream industry is a global phenomenon, valued at billions of dollars annually. Despite changing consumer preferences and health trends, the timeless appeal of ice cream remains, ensuring its enduring place in the hearts—and freezers—of people around the world.

### **1.7.2 WORLD SCENARIO**

In today's world, the ice cream industry is a global sensation, spreading smiles and sweetness across continents. From bustling cities to remote villages, people everywhere indulge in the simple pleasure of a scoop of ice cream. Major players churn out a wide variety of flavors and forms, from classic cones to innovative novelties. Alongside these giants, local artisans craft their own unique creations, adding a touch of homemade charm to the industry. Consumer preferences vary widely, with some craving traditional flavors like chocolate and vanilla, while others seek out exotic combinations and healthier options. This diversity fuels innovation, inspiring producers to push the boundaries of flavor and texture.

Technological advancements play a crucial role in the industry's growth, enabling faster production, improved quality, and efficient distribution. Packaging innovations also contribute to sustainability efforts, reducing environmental impact. Despite its global reach, the ice cream industry faces challenges such as fluctuating raw material costs, seasonal demand fluctuations, and increasing competition. However, companies continue to adapt and innovate, finding new ways to delight consumers and stay ahead in the market.

Emerging markets in Asia, Latin America, and Africa present significant growth opportunities, driven by rising disposable incomes and changing consumer preferences. These regions offer a fertile ground for expansion and investment.



Overall, the ice cream industry remains a beacon of joy and indulgence in an increasingly busy world. Whether enjoyed as a refreshing treat on a hot summer day or as a comforting dessert during colder months, ice cream continues to bring people together and spread happiness wherever it goes.

### **1.7.3 INDIAN SCENARIO**

In India, the ice cream industry is a vibrant and rapidly growing sector, reflecting the country's diverse culinary landscape and evolving consumer preferences. The Indian ice cream market has experienced significant growth in recent years, driven by factors such as rising disposable incomes, urbanization, and changing lifestyles. With a large and youthful population, India offers immense potential for ice cream producers. The Indian ice cream market is dominated by both multinational corporations and local players. Companies like Amul, Kwality Wall's, Vadilal and Mother Dairy are among the leading players, with strong brand recognition and extensive distribution networks.

Indian consumers have diverse flavor preferences, influenced by regional cuisines and cultural traditions. While traditional flavors like mango, rose, and cardamom remain popular, there's also a growing demand for international flavors and innovative combinations. In addition to scooped ice cream, Indian consumers enjoy a wide variety of frozen desserts, including kulfi, soft serve, ice cream sandwiches, and novelty items like ice cream cakes and rolls. These offerings cater to different tastes and occasions, reflecting the industry's versatility. Ice cream products are distributed through various channels in India, including supermarkets, convenience stores, ice cream parlors, and street vendors. The rise of e-commerce has also opened up new avenues for distribution, allowing consumers to purchase ice cream online and have it delivered to their doorstep.

While ice cream consumption is relatively high throughout the year, there is a seasonal peak during the summer months when temperatures soar. During this time, demand for ice cream spikes, driving sales for manufacturers and retailers. The Indian ice cream industry faces challenges such as seasonality, intense competition, and infrastructure constraints. However, there are also significant opportunities for growth, particularly in tier 2 and tier 3 cities, as well as rural areas. Additionally, the

increasing trend towards premiumization and health-consciousness presents opportunities for innovation and product development.

Ice cream production in India is subject to food safety regulations enforced by government agencies such as the Food Safety and Standards Authority of India (FSSAI). Compliance with these regulations ensures product quality and consumer safety. Overall, the Indian ice cream industry is a dynamic and exciting sector, driven by a combination of tradition, innovation, and changing consumer preferences. With a growing market and an appetite for new flavors and experiences, the industry is ready for continued growth and expansion in the years to come.

#### **1.7.4 SCENARIO IN KERALA**

The ice cream industry in Kerala embodies the state's rich cuisine heritage, blending time-honoured flavors with innovative culinary techniques. While multinational corporations have a presence in Kerala's ice cream market, local players play a significant role. Companies like Milkfood and Kerala Co-operative Milk Marketing Federation (MILMA) produce a range of ice cream products catering to local tastes and preferences. Kerala's rich culinary heritage influences flavor preferences in the ice cream market. Traditional flavors like coconut, mango, jackfruit, and cardamom are popular choices, reflecting the state's abundance of tropical fruits and spices.

Kerala's diverse regions and communities contribute to a variety of ice cream offerings. Coastal areas might favour flavors like coconut or banana, while hill stations may lean towards richer, creamier options. Ice cream products are distributed through various channels in Kerala, including supermarkets, local grocery stores, ice cream parlors, and street vendors. Traditional ice cream carts, known as "ice cream pushcarts," are a common sight in towns and cities, offering a nostalgic experience for locals and tourists alike.

While ice cream consumption in Kerala is relatively high throughout the year due to the state's warm climate, there is a noticeable increase during the summer months. During festivals and holidays, demand for ice cream spikes as families and friends gather to celebrate. Kerala's ice cream industry embraces innovation and fusion,

blending traditional flavors with modern techniques and ingredients. This blend of old and new creates unique and exciting flavor combinations that appeal to both locals and tourists.

Like any industry, Kerala's ice cream sector faces challenges such as competition, seasonality, and rising costs. However, there are also opportunities for growth, particularly in exploring niche markets, expanding distribution networks, and leveraging Kerala's tourism industry. With growing awareness of health and wellness, there is a trend towards healthier ice cream options in Kerala. Companies are responding by introducing low-sugar, dairy-free, and vegan alternatives to cater to health-conscious consumers. Overall, the ice cream industry in Kerala is a dynamic and evolving sector, shaped by the state's unique cultural heritage and changing consumer preferences. With a focus on tradition, innovation, and quality, Kerala's ice cream market continues to delight locals and visitors alike with its diverse array of flavors and offerings.

## **1.8 COMPANY PROFILE**

Mercely's Ice Cream is a leading player in the ice creams market. The product range include both prebiotic and probiotic ice creams. Packed with Probiotic & Prebiotic, Mercely's Ice Cream is a perfect blend of Health & Taste. We use only Natural Colours & Natural Flavouring Substances. It reflects the quality policy of commitment and excellence. The first ice cream factory was setup in 2003 at Kalady with a capacity of 600L a day. Today the group holds four advanced units manufacturing over 5 million litres a day.

The company is certified by the Bureau Veritas, ISO 22000:2005 for the Kalady factory. Distribution network spreads across 1200 dealers and 400 distributions in Kerala, Tamil Nadu and Karnataka.

In 1990 a business venture Cousins Group was launched by cousins from five closely-knit families in Perumbavoor. These ice cream fanatics tinkered around with milk, fruits, and nuts to create a creamy, tasty, real ice cream under the brand name Meriiboy. Tetra Pak Hoyer, Denmark was the consultant for the brand. The first factory was set up in Kalady in 2003, the second in Kinfra Processing Park, Calicut in

2006, the third in Trivandrum in 2010, and the fourth factory in Kannur in 2012. They signed a contract with Manju Warriar to be its brand ambassador in 2013. Merriboy merrily captured the market in Kerala, Tamil Nadu, and Karnataka with its freshness and premium quality. Mr. Joseph M Kadambukattil, the man behind the brand, has been tantalising the taste buds of Keralites with exquisite ice creams for three decades and is now on his journey to be known as the best ice cream maker in the world.

Beyond crafting delightful ice creams, our ethos centres on fostering collective growth and ensuring a sustainable business ecosystem that supports our valued partners, from the village farmers supplying our milk and fruits to the diligent distributors and retailers. Each ingredient at Mercely's is meticulously selected from nature, promising a harmonious blend of health and fresh flavors. We believe that every spoonful of Mercely's ice cream encompasses shared growth, natural goodness, and happiness, transcending it from mere ice cream to an experience.

Mercely's: in February 2022 we came to know from the news, that one of Merriboy's promoters Joseph Mercely Kadambukattil signs a contract with Dulquer Salman to be the ambassador for his newly launched brand, Mercely's. The brand name is an adaptation of the middle name of Mr Joseph. He set up a modern factory at Dharmapuri, Tamil Nadu while retaining Merriboy's factories at Trivandrum and, Calicut Mercely's started its journey on 22.02.2022. The brand name is an adaptation of the middle name of Mr. Joseph. The factory at Dharmapuri is a unit of Treesa's Food Crafts Pvt Ltd, in which Mr. Joseph & his wife Mrs. Nisha Paily are the Directors. The fully automatic facility, that incorporates the latest advancements in ice cream processing, sits on six acres of land in Dharmapuri, Tamil Nadu. The project is a turnkey project of Tetra Pak Denmark with an estimated project cost of 850 million INR. Treesa's Food Crafts Private Limited comes under the flagship project of the Government of India's business initiative Make in India.

## **BOARD OF DIRECTORS**

- A.V Thomas
- K.M Joseph
- E.V Joseph
- Daisy Devassy
- Mini Varghese

## **VISION STATEMENT**

To provide total customer satisfaction through continuous improvement in production process and services.

## **MISSION STATEMENT**

To make, distribute and sell the finest – quality ice creams, with a continued commitment to incorporating wholesome natural ingredients and promoting business practices that respect the earth and environment.

## **COMPETITORS**

- Camerry Ice Creams
- Lazza Ice Creams
- Kiwi Ice Creams
- Arun Ice Creams
- Pappai Ice Creams
- Amul Ice Creams
- Milma Ice Creams

## **QUALITY POLICY**

Mercely's ice cream provides quality policies mainly on the following areas:

- They periodically check the quality in production of ice creams
- Packaging process also include quality procedures such as inspection of packages
- They also provide quality protection on handling such as refrigerator vans for their products while marketing.

#### In Process

- The procedures are processes adopted adhering to HACCP standards.
- Most modern machines imported from Italy & Europe o Procedures like disinfection
- Fully automated plants to avoid human involvement in manufacturing.
- Each batch tested for quality.
- In house laboratory with trained microbiologists and chemists
- Dynamic printing of batch number to trace manufacturing details of a particular product.

#### In Packaging

- Paper packaging done with white ITC food grade cartons
- Packaging workers are inspected before they engage in packaging.
- Packaging materials supplied by reliable suppliers

#### In Handling

- Refrigerated vans for transportation.
- Well trained distributors and dealers.
- Well maintained cold chain facilities- less breakdowns.

#### **OBJECTIVES OF THE COMPANY**

- Quality. They mainly focus on quality. They use pure milk collected from nearby PDDP centres for ice cream production.
- Profit maximization. MERCELY'S Ice Cream Company is looking forward to maximize its profit through its quality products
- Cost minimization. Minimizing the cost is the best way to maximize profit. They are using cost minimization techniques and are implementing it to their production.

- More employment. As a part of the expansion of the company more employment opportunities are provided by the company.
- Time delivery. The company is strict in timely delivery and feedback of the products provided to various dealers.
- Proper utilization of resources available to the company were utilized in the effective way in order to avoid wastage and increasing cost.
- Provide service to society Moreover the company provides finance to charitable institutions on yearly basis.

## **PRODUCT DETAILS**

Mercely's ice creams (derived from cartier ice cream of cream ice) is obtained from milk and milk products having the butter fat an often combined with fruits or other ingredients and flavors, while most of the companies using edible oil as the fat Natural flavorings are used in addition to other

Mercely's ice creams are available at various flavors like Vanilla, Strawberry, Orange, pineapple, Coffee, Lemon Delight, Guava, Pista, Alphonso Mango, Butterscotch, Spanish Delight, Chocolate, Black Current etc...

The products of Mercely's ice creams are classifieds follows

### **SUNDAE**

The sundae is sweet ice cream dessert. It typically consists of one or more scoop of ice cream topped with sauce of syrup, and in some case so the toppings including sprinkle, whipped cream, maraschino cherries, or other fruits.

In Mercely's Sunday is available at Chocolate, Strawberry and Pista flavor's.

### **BARS**

An ice cream bar is a frozen dessert on a stick or a candy bar that has ice cream in it. The coating is usually a thin layer of chocolate is used to prevent the melting and dripping of the ice cream

Flavors available at Mercely's are

Chocolate

Mangon

Strawberry

## **CONFETTI**

Flavors are

Chocolate

Mango

Strawberry

Pista

## **MILKLOLLY**

Milk Lolly is a special item produced by Mercely's Ice Cream Company. It is

The mix of various contents like milk powder, emulsifier, flavors etc. Milk Lolly

Available at various flavors like Vanilla, Strawberry, Pineapple, Mango etc

## **FUNCTIONAL DEPARTMENTS**

### **FINANCE DEPARTMENT**

Finance department is fully computerized and enables fast recording, editing and alternation of records. They are responsible for arranging finance and monitor the cash flow and allocation of fund to each department of the company and they are responsible for controlling over all cash flow. The transaction are also accounted as per law in sales tax, income tax, central excise duty, tax deducted at source and service tax etc., Training will be provided for new comers and existing employees whenever required. It is also responsible for maintaining good relationship with the dealers, customers, suppliers, government bodies and public etc.

#### **Functions of Finance department:**

- To increase necessary funds for the company business operation
- To arrange finance for each department of the company
- Prepare Budget for every year
- Take control measure in order to check the accounts



- Maximize the wealth of the company
- Preparing balance sheet of the company for every finance year.

## **PRODUCTION DEPARTMENT**

The purpose of the production department is to convert the raw materials into finished goods with high quality standards. The average ice cream produced is 5 million litres per day. The raw materials for the manufacturing of the ice creams are mostly produced by them and few are bought from the suppliers. There are nearly 100 suppliers for raw materials. 70%-80% are local suppliers and 10% of it is imported.

### **Production Process:**

- Ice cream manufacturing
- Ice cream filling
- Marketing channel
- Cold storage
- Transportation by AC isolated vehicles
- Distributers
- Dealers and customers

## **HUMAN RESOURCE DEPARTMENT**

The human resource department takes in charge of recruiting, training and dismissal of employees in the organization. The also provide training for the new employees. There is no bond for new joining employees. There are about four HR manager in each of the branch.

The Human Resource and Administrative department of Treesa's Food Craft Pvt. Ltd. Mercely's Ice cream takes care of the following important tasks:

### 1. Recruitment Process followed in the organization

- Hiring and training the workforce
- Performance Management System

- Builds culture and values in the company
- Conflict Management
- Administrative functions
- Industrial Relations
- Public Relations

## 2. Compensation system practiced in the organization

- Provident Fund
- Personal injury

## **MARKETING DEPARTMENT**

Marketing department plays a vital role in Treesa's Food Craft Pvt. Ltd. - Mercely's Ice cream, it is responsible for promoting the products, ideas and mission of the enterprise, finding new customers and reminding existing customers. They do marketing with pamphlets and advertisements. They do whole sale business. Their main aim is to get new dealers. For the existing dealers they make sure that the target is reached.

The marketing department of the company is organized as follows:

- Chief marketing Officer
- Marketing Director
- Marketing Manager
- Marketing Analyst
- Creative service

## **QUALITY ASSURANCE DEPARTMENT**

This department deal with maintain quality at various levels of production.

The main functions of the quality assurance department in Treesa's Food Craft Pvt. Ltd. - Mercely's Ice cream:

- Approve or reject all production, specification, method, and result

- Approve or reject all raw materials, labelling, and finished products.
- Review all production records for accuracy and completeness before approving for distribution
- Establishing procedures for reversing procedures, formulas, etc.
- Approve changes to procedures, formulas, etc.
- Ensure that the latest revision is being used at all times.
- Perform all tests to ensure identity, purity, potency, and composition and to ensure that the products are not contaminated or adulterated.

## **PURCHASE DEPARTMENT**

Purchase Department is the most crucial area of the entire organization. They buy raw materials, which are required for the manufacturing of the products. It decides the profitability of the company. They ensure that all goods and inventory needed to operate the business are ordered and kept in stock. It controls the stock of the goods ordered. Their main aim is controlling inventory levels and building strong relationship with the suppliers.

### **Product Profile**

Our natural range of ice creams comes in all shapes, bars, cones, cups and boxes. Choose from a range of mouthwatering natural flavours. For those wanting to make some happy hours at home, we have a range of fruit jellies, and vegetarian starters for the jellies. We use only premium quality fruits which are sourced directly from the farms. In addition, we have an MOU with Crops, Belgium for the Import of premium berries and cherries which are not available in India.

## **SWOT ANALYSIS**

SWOT is an acronym for strength, Weakness, Opportunities and Threats. It is a part of strategic business process. SWOT analysis is broken into four parts because of the different nature of information. These parts of environmental analysis are for identifying opportunities, strength, corporate appraisal and weakness.

## **STRENGTHS**

- High-quality products
- Wide variety of flavours
- Highly skilled workers
- Quality certification
- Well-developed cold store rooms
- Well-developed dispatching networks
- Also launched prebiotic and probiotic ice creams

## **WEAKNESSES**

- Seasonal sale of the product
- No direct connection with end customers
- No active advertisements
- Growing competition from international and other brands means limited market share
- Limited international presence as compared to other global brands

## **OPPORTUNITIES**

- Growing demand for natural/organic products.
- Geographic advantage
- Diversification opportunities
- Large young population
- Availability of raw materials
- Favorable export policies from the government

## **THREATS**

- Rising price of raw materials
- Rapidly changing technology

- Changing tastes and preferences of customers
- Health-conscious people refraining from sweets
- Competitors

**CHAPTER 2**  
**REVIEW OF LITERATURE AND THEORETICAL**  
**FRAMEWORK**

## **2.1 REVIEW OF LITERATURE**

### **2.1.1 INTRODUCTION**

A literature review is a comprehensive summary of previously published research on a specific topic. This explores scholarly books, journals and other sources that are pertinent to a particular field of study. By acknowledging the contributions of earlier researchers, the literature review assures the reader that your work has been properly conceived.

People behave differently from one another, and each employee brings unique expectations to their workplace. These expectations encompass various aspects of their employment experience, including the treatment they receive, the working conditions, and the organizational policies in place. It is inevitable that not all of these expectations can be met, leading to potential grievances. Employees may develop grievances against their immediate supervisors, the broader management team, or the organization's policies and procedures. Addressing these grievances effectively is crucial for maintaining a positive and productive work environment.

A grievance is when an employee expresses their dissatisfaction, discomfort, or sense of unfairness regarding their workplace situation. When these feelings of displeasure are communicated formally, they become a complaint. If an employee believes that they have been treated unjustly, this complaint escalates into a grievance.

According to **Keith Davis**, "A grievance is any dissatisfaction or feeling of injustice having a connection with one's employment situation which is brought to the attention of management."

**Michael Jucius** defined grievance is any discontents or dissatisfaction, whether expressed or not 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.

**Hofstede, G. (1980)** "Cultural Dimensions of Grievance Handling and Employee Satisfaction". Hofstede's seminal work delves into how cultural dimensions affect grievance handling mechanisms and employee satisfaction. The study reveals that cultural factors significantly influence the perception and utilization of grievance

procedures. For instance, in collectivist cultures, informal grievance mechanisms are more common and effective, whereas in individualistic cultures, formal procedures are preferred. This research highlights the importance of designing grievance systems that are culturally appropriate to ensure they are perceived as fair and effective by employees from diverse backgrounds.

**Hunter, D., & Kleiner, B.H. (2004)** Hunter and Kleiner examine the relationship between structured grievance handling systems and employee morale on their study "Effectiveness of Grievance Handling Systems and Employee Morale". Their research indicates that organizations with transparent and impartial grievance processes experience higher levels of employee morale and lower turnover rates. The study highlights the critical role of transparency and fairness, suggesting that employees are more satisfied when they believe their grievances are handled justly and without bias.

**Kumar, R., & Singh, A. (2011)** On the study "Grievance Redressal Mechanism in Indian Industry" explores grievance handling mechanisms in various Indian industries, emphasizing the importance of structured systems. The authors found that when grievance mechanisms are well-organized, they significantly enhance employee satisfaction and reduce conflicts within organizations. Key elements contributing to the effectiveness of these mechanisms include clear communication channels and timely resolution of issues. This study provides valuable insights into the cultural context of India, demonstrating that the fundamental principles of effective grievance handling are universally applicable, though they may need to be tailored to specific cultural nuances.

**Smith, R., & Cooper, L. (2020)** Smith and Cooper investigate grievance management practices within the manufacturing sector in their study "Grievance Management in Manufacturing Industries". Their study finds that the prompt resolution of grievances is crucial in reducing workplace stress and increasing job satisfaction among employees. By addressing grievances quickly and effectively, organizations can create a more positive work environment, which in turn leads to higher levels of employee satisfaction and productivity.

**Garcia, M., & Lopez, P. (2020)** "Psychological Impacts of Grievance Procedures on Employees in the Healthcare Sector" explore the psychological impacts of grievance



handling mechanisms in the healthcare sector. Their research indicates that employees who perceive grievance procedures as fair and accessible experience higher job satisfaction and lower levels of job-related stress. The study highlights the mental health benefits of effective grievance mechanisms, emphasizing that fair and accessible procedures can significantly reduce workplace stress and enhance overall job satisfaction among healthcare professionals.

**Williams, T., & Allen, R. (2021)** "Impact of Grievance Mechanisms in the Public Sector" focus on analyzing how formal grievance procedures affect employee morale and satisfaction in public sector. Their findings suggest that when employees believe their concerns are taken seriously and addressed through formal channels, their overall morale and job satisfaction improve significantly. The study underscores the importance of having formalized grievance handling processes in place to maintain high levels of employee trust and satisfaction in public sector organizations.

**Brown, J., & Sargeant, M. (2021)** Authors examined how grievance handling mechanisms contribute to perceptions of workplace justice in their study "Role of Grievance Handling in Workplace Justice". Their research indicates that transparent and fair grievance procedures significantly enhance employees' perceptions of organizational justice. This, in turn, positively impacts job satisfaction and loyalty. The study underscores the importance of maintaining transparency and fairness in grievance handling to foster a sense of justice and trust within the organization.

**Chowdhury, A., & Ahmed, S. (2021)** "Role of Leadership in Grievance Handling Processes" investigate the role of leadership in the effectiveness of grievance handling mechanisms. Their study finds that leadership commitment to addressing grievances is crucial for fostering a culture of trust and satisfaction among employees. Leaders who are actively involved in the grievance process and demonstrate a genuine commitment to resolving issues can significantly enhance the overall effectiveness of grievance handling mechanisms.

**Patel, A. (2022)** "Grievance Mechanisms and Employee Engagement in the IT Industry" focuses on exploring the link between effective grievance handling and employee engagement. The findings suggest that organizations with robust grievance mechanisms experience higher levels of employee engagement and satisfaction.

Moreover, these organizations also see a reduction in voluntary turnover rates. The study highlights the critical role of grievance handling in retaining talent and maintaining high levels of engagement in the competitive IT sector.

**Robinson, D. (2023)** "Impact of Digital Grievance Handling Platforms on Employee Satisfaction" analyzes the impact of integrating digital platforms into grievance handling processes. The findings show that digital platforms improve transparency and response times, leading to higher levels of employee satisfaction. The study emphasizes that the use of technology in grievance handling can streamline the process, making it more efficient and accessible for employees, thus enhancing their overall satisfaction with the system.

## **2.2 THEORETICAL FRAMEWORK**

### **2.2.1 GRIEVANCE**

In the words of Edward Flippo, “It is a type of discontent which must always be expressed. A grievance is usually more formal in character than a complaint. It can be valid or ridiculous and must grow out of something connected with company operations or policy. It must involve an interpretation or application of the provisions of the labour contract”. Employee grievance refers to the discontentment of an employee within the organisation and its management. An employer is expected to provide to provide an employee with a safe working environment, clear knowledge about job responsibilities, adequate compensation, respect etc.

However, employee grievance is caused when there is a gap between what the employee expects and what he receives from the employer. Employee grievances may or may not be justified. A grievance is a sign of employee’s discontent with the job and its nature.

An employee has got certain aspirations and expectations which he thinks must be fulfilled by the organisation where he is working. When the organisation fails to satisfy the employee needs, he develops a feeling of discontent or dissatisfaction. This dissatisfaction can stem from various sources such as inadequate compensation, lack

of career progression, poor working conditions, unfair treatment, or insufficient recognition of efforts.

Inadequate job performance or a decline in productivity or changes resulting out of job disturbances requires some type of grievance handling procedures. As the job become more complex, the importance of the employee development also increases. In a rapidly changing society, the grievance handling of the employees in the organisation is not an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain viable and knowledgeable workforce.

Thus, grievance is caused due to difference between the employee expectations and management practices. Employee grievance is left unchecked can lead to large disputes within the company. It can also lead to demotivation of the employees. The companies must have a proper channel for the employee grievance redressal. Employee grievance should be handled in a proper and well-defined manner.

### **2.2.2 FEATURES**

- Grievance refers to any form of discontent or dissatisfaction with any aspect of the organization.
- The dissatisfaction must arise out of employment and not due to personal or family problems.
- The discontent can arise out of real or imaginary reasons. When the employee feel that injustice has been done to them, they have a grievance. The reason for such a feeling may be valid or invalid, legitimate or irrational, justifiable or ridiculous.
- Discontent may be voiced or unvoiced, but it must find expression in some form. However, discontent is not grievance.
- A grievance is usually expressed formally through a written complaint or a designated reporting mechanism.
- Grievances should be handled confidentially to protect the privacy of the complainant.

### 2.2.3 CAUSES OF GRIEVANCE

Employee grievances can occur in workplace due to a range of elements that fuel dissatisfaction and frustration. These grievances are a result of alleged unfairness, inadequate support and unfavorable working condition that lower employee engagement and morale. Poor communication, unfair treatment, a lack of recognition, an excessive workload, and a lack of opportunity for career development are just a few of the problems that might lead to employee grievances.

Additionally, issues like ineffective management techniques, an imbalance between work and life, bullying or harassment, and problems with organisational culture might make the situation worse. Organizations must comprehend the root reasons of complaints in order to resolve them effectively, establish a positive work environment, and increase employee satisfaction and efficiency.

**Table 2.1**

CAUSES OF GRIEVANCES
<ul style="list-style-type: none"><li>• GRIEVANCES ARISING OUT OF WORKING CONDITION</li><li>• GRIEVANCES ARISING OUT OF MANAGEMENT POLICY</li><li>• GRIEVANCES ARISING OUT OF COMPENSATION AND BENEFITS</li><li>• GRIEVANCES ARISING OUT OF WORK RELATIONSHIPS</li><li>• GRIEVANCES ARISING OUT OF CAREER GROWTH AND JOB SECURITY</li></ul>

1. Grievances arising out of working conditions

- Poor physical condition of work place.
- Improper matching of the workers with the job
- Excessive workloads and long hours
- Lack of amenities and comfort
- Unsafe working conditions

2. Grievances arising out of management policy
  - Wage rate and methods of payment
  - Overtime and incentive scheme
  - Seniority
  - Transfer
  - Promotion, demotion and discharge
  - Leave
  
3. Grievances arising out of compensation and benefits
  - Inequitable compensation and benefits
  - Insufficient or low pay
  - Late payments and inconsistent benefits
  - Unrealistic targets
  - Opaque compensation policies
  - Lack of non-monetary recognition
  
4. Grievances arising out of work relationships
  - Personality clashes and misunderstanding
  - Poor communication
  - Harassment and bullying
  - Favoritism and unfair work distribution
  - Breach of trust
  - Ineffective leadership
  
5. Grievances arising out of career growth and security
  - Limited advancement opportunities
  - Unclear career paths
  - Promotional bias
  - Inadequate training and development
  - Job insecurity

## **2.2.4 TYPES OF GRIEVANCES**

Employee grievances can be categorized based on their nature and the aspects of work they affect. Understanding the different types of grievances can help organizations address them effectively.

### **Individual Grievances**

Individual grievances are complaints raised by a single employee regarding issues that personally affect them. These grievances can stem from various sources, such as disputes over salary, disagreements about job duties, or perceived unfair treatment by supervisors or colleagues. Often, individual grievances reflect a specific employee's unique circumstances, making them distinct from broader organizational issues. For example, an employee might feel that their performance review was biased or unfairly handled, leading to dissatisfaction and a formal grievance. Another common cause of individual grievances is personal working conditions, such as inadequate workspace, lack of necessary tools, or unsafe working conditions that directly impact the employee's ability to perform their job effectively.

The process for addressing individual grievances typically involves direct communication between the employee and their supervisor or human resources department. The goal is to resolve the issue through dialogue and negotiation, ensuring that the employee's concerns are heard and addressed in a fair manner. Effective handling of individual grievances is crucial as it helps maintain employee morale, productivity, and trust in the organization. Ignoring or inadequately addressing such grievances can lead to increased employee turnover, reduced job satisfaction, and potential legal challenges. By providing a clear, fair process for addressing individual grievances, organizations can foster a more supportive and responsive work environment.

### **Group Grievances**

Group grievances are collective complaints raised by multiple employees who are affected by the same issue. These grievances typically arise when a workplace policy,

condition, or management decision impacts a group of employees similarly, leading them to collectively voice their concerns. Examples of group grievances include changes in work schedules, implementation of new workplace policies perceived as unfair, or inadequate safety measures affecting an entire department. The collective nature of group grievances often makes them more complex to resolve than individual grievances, as they require addressing the concerns of multiple employees simultaneously.

The resolution process for group grievances usually involves a more structured approach, often including meetings between employee representatives and management. Effective communication and negotiation are essential to address the collective concerns and find a mutually acceptable solution. Group grievances can have significant implications for organizational morale and productivity. If not handled properly, they can lead to widespread dissatisfaction, decreased productivity, and increased turnover. Additionally, unresolved group grievances can escalate into industrial actions, such as strikes or work stoppages, further disrupting organizational operations.

Addressing group grievances promptly and effectively is crucial for maintaining a positive work environment and ensuring that employees feel their collective concerns are valued and addressed. This often involves clear communication, transparency in decision-making, and a willingness to negotiate and compromise to achieve a fair resolution.

### **Union Grievances**

Union grievances are complaints filed by a union on behalf of its members, typically involving issues related to collective bargaining agreements, union rights, and broader labor relations concerns. These grievances are distinct in that they represent the collective interests of unionized employees and often address more systemic issues within an organization. Common causes of union grievances include disputes over the interpretation of labor contract terms, allegations of unfair labor practices, and violations of union agreements such as wage disputes or working conditions.

The process for resolving union grievances is often formalized through established grievance procedures outlined in the collective bargaining agreement. This process typically involves multiple steps, starting with informal discussions between union representatives and management, and escalating to formal meetings, mediation, or arbitration if necessary. The formal nature of union grievances means that they can be more time-consuming and complex to resolve than individual or group grievances.

Addressing union grievances effectively is crucial for maintaining good labor relations and preventing disruptions to organizational operations. Failure to resolve these grievances can lead to labor unrest, strikes, or legal challenges, all of which can have significant negative impacts on the organization. Effective resolution of union grievances requires a collaborative approach, with both union representatives and management working together to find a fair and equitable solution that adheres to the terms of the collective bargaining agreement.

### **Policy Grievances**

Policy grievances arise from dissatisfaction with organizational policies or their implementation. These grievances often involve perceived unfairness, inconsistency, or lack of transparency in how policies are applied. Common examples of policy grievances include disputes over attendance or leave policies, disciplinary procedures, and performance evaluation processes. Employees may feel that certain policies are unfairly enforced or that changes to policies were implemented without proper communication or consultation.

The resolution process for policy grievances typically involves a review of the policies in question and their application within the organization. This may require input from multiple stakeholders, including human resources, legal advisors, and employee representatives. The goal is to ensure that policies are applied consistently and fairly and that any necessary adjustments are made to address employee concerns. Addressing policy grievances effectively is important for maintaining trust and transparency within the organization. When employees feel that policies are fair and consistently applied, they are more likely to be satisfied and engaged in their work.



Failure to address policy grievances can lead to widespread dissatisfaction, decreased morale, and potential legal challenges. Organizations should have clear procedures in place for employees to raise policy grievances and should be proactive in reviewing and updating policies to reflect changing needs and feedback from employees. By fostering a culture of fairness and transparency, organizations can reduce the likelihood of policy grievances and promote a more positive and productive work environment.

### **2.2.5 EFFECTS OF GRIEVANCE**

The effects of grievances in the workplace can be significant and impact both employees and the organization as a whole. Grievances, if not identified and redressed, can lead to decreased morale, increased turnover, legal risks, and disrupted productivity within the organization etc.

#### **On employees**

- Decreased morale and job satisfaction
- Increased stress and anxiety
- Reduced engagement
- Higher turnover
- Negative attitude
- Impact on health

#### **On managers**

- Increased workload
- Stress and pressure
- Strained relationship
- Reduced leadership effectiveness
- Distracted focus
- Potential legal issues

#### **On production**

- Reduced productivity

- Quality issues
- Loss of innovation
- Customer dissatisfaction
- Work disruptions
- Increased absenteeism

### **On organization**

- Negative work environment
- High turnover rates
- Reputation damage
- Decreased organizational commitment
- Legal and financial risks
- Operational disruptions

### **2.2.6 GRIEVANCE HANDLING**

In a workplace, when complaints or concerns from employees aren't addressed properly, it can cause a lot of problems. If bosses or managers don't listen to these complaints, it can make employees unhappy, leading some of them to leave their jobs. Also, it might create legal issues for the company and make it harder for everyone to get their work done. So, it's really important to handle these complaints well.

When employees feel like their complaints are being heard and dealt with fairly, it makes them feel better about their jobs. This means they're more likely to stay and work hard. Plus, it keeps everyone focused on doing their jobs instead of being upset about things that aren't going right.

Effective grievance handling means having clear processes in place for dealing with complaints. It involves listening to employees, taking their concerns seriously, and trying to find fair solutions. It also means addressing issues promptly before they escalate into bigger problems. By handling grievances effectively, companies can create a positive work environment where employees feel valued and respected. This boosts morale, reduces turnover, and helps the organization run smoothly. In the end, it's a win-win for everyone involved.

### **2.2.7 OBJECTIVES OF GRIEVANCE HANDLING**

- Provide a mechanism for employees to voice their concerns.
- Maintain organizational harmony and prevent conflicts.
- Ensure compliance with labor laws and regulations.
- Enhance employee morale and job satisfaction.
- Prevent escalation of grievances into larger conflicts.
- Promote fairness and equity in the workplace.
- Address grievances promptly to minimize disruptions.
- Create a positive work environment conducive to productivity.
- Identify and address underlying issues affecting performance.
- Uphold employee rights and demonstrate organizational values.

### **2.2.8 NEED FOR GRIEVANCE HANDLING**

Grievance handling is an indispensable aspect of organizational management, essential for maintaining a healthy and productive work environment. Its significance lies in its ability to address and resolve issues raised by employees, ensuring that their concerns are heard, acknowledged, and appropriately addressed. By providing employees with a platform to voice their grievances, organizations demonstrate their commitment to fairness, transparency, and employee welfare. This fosters a sense of trust and confidence among employees, leading to higher levels of job satisfaction and organizational commitment.

Moreover, grievance handling plays a crucial role in conflict resolution, helping to identify and address conflicts at an early stage before they escalate into larger issues that can disrupt productivity and morale. It also ensures compliance with labor laws and regulations, mitigating the risk of legal disputes and penalties.

Addressing grievances promptly and effectively not only helps retain talented employees but also promotes organizational harmony by resolving interpersonal

conflicts and ensuring fairness and equity in the treatment of employees. Additionally, it contributes to maintaining high levels of productivity by minimizing disruptions to workflow and morale caused by unresolved grievances.

Furthermore, grievance handling serves as a mechanism for risk mitigation, helping organizations address issues before they escalate and result in negative consequences such as lawsuits, regulatory fines, or damage to the organization's reputation.

Overall, grievance handling is not only a legal requirement but also an ethical responsibility of organizations towards their employees. By prioritizing grievance handling and ensuring that employees have a fair and effective means of addressing their concerns, organizations can foster a positive work environment conducive to employee satisfaction, engagement, and organizational success.

### **2.2.9 IMPORTANCE OF GRIEVANCE HANDLING**

- Grievance handling mechanisms provide employees with a platform to express their concerns, ensuring their voices are heard and valued. When employees feel their grievances are addressed promptly and fairly, it enhances their satisfaction with their jobs and the organization.
- Effective grievance handling facilitates the early identification and resolution of conflicts in the workplace. By addressing grievances in a timely manner, organizations can prevent conflicts from escalating into larger issues that can disrupt productivity and morale.
- Many labor laws and regulations require organizations to have grievance handling procedures in place. Compliance with these legal requirements not only helps mitigate the risk of legal disputes and penalties but also demonstrates the organization's commitment to upholding employee rights.
- Addressing grievances promptly and effectively can help retain talented employees who might otherwise leave due to unresolved issues or dissatisfaction. When employees feel their concerns are taken seriously, they are more likely to remain engaged and committed to the organization.
- Grievance handling promotes a harmonious work environment by addressing interpersonal conflicts and ensuring fairness and equity in the treatment of

employees. It fosters a culture of respect, trust, and collaboration, contributing to a positive workplace culture.

- Unresolved grievances can lead to decreased morale, increased absenteeism, and lower productivity. By addressing grievances promptly, organizations can minimize disruptions to workflow and maintain high levels of productivity.
- Failure to address grievances can result in negative consequences such as lawsuits, regulatory fines, or damage to the organization's reputation. Grievance handling helps mitigate these risks by addressing issues before they escalate, thereby protecting the organization's interests and reputation.

### **2.2.10 METHODS OF IDENTIFYING GRIEVANCES**

Identifying grievances within an organization is crucial for maintaining a healthy work environment and addressing employee concerns promptly. There are several methods that can be used to identify grievances, each with its own advantages.

#### **Open-Door Policy**

An open-door policy encourages employees to approach their managers or supervisors directly with any concerns or grievances. This method fosters a culture of transparency and trust within the organization. Employees feel more comfortable discussing their issues when they know that their managers are approachable and willing to listen. For this policy to be effective, managers need to be trained in active listening and problem-solving skills, and they should ensure that employees do not face any negative consequences for voicing their concerns.

#### **Employee Surveys and Feedback Forms**

Conducting regular, anonymous surveys and feedback forms allows employees to share their concerns without fear of retribution. These surveys can cover a wide range of topics, including job satisfaction, workplace conditions, management practices, and overall morale. Analyzing the results can help identify common themes and specific

areas where grievances may exist. Follow-up actions based on survey results are crucial to show employees that their feedback is valued and taken seriously.

### **Suggestion Boxes**

Suggestion boxes placed in accessible locations around the workplace provide employees with a way to submit grievances anonymously. This method is particularly useful for those who might feel uncomfortable discussing their issues in person. It's important for the organization to regularly review and address the suggestions and grievances submitted through these boxes. Clear communication about the actions taken in response to these submissions can further encourage their use.

### **Exit Interviews**

Exit interviews conducted with employees who are leaving the organization can provide honest feedback about their experiences and reveal any unresolved grievances. These interviews should be structured to encourage departing employees to speak openly about their reasons for leaving, their satisfaction with various aspects of their job, and any suggestions for improvement. The insights gained from exit interviews can help identify patterns or recurring issues that need to be addressed to prevent future turnover.

### **Regular Meetings**

Regular one-on-one meetings between employees and their supervisors create opportunities for ongoing dialogue about any issues or concerns. These meetings should be conducted in a supportive and non-judgmental manner, encouraging employees to speak freely. Additionally, team meetings can be used to discuss broader concerns affecting the group, such as workload, resources, and team dynamics. Establishing a routine for these meetings helps normalize the process of raising and addressing grievances.

### **Employee Assistance Programs (EAPs)**

EAPs offer confidential counseling and support services for employees dealing with personal or work-related issues. By providing a safe space for employees to discuss

their concerns with trained professionals, EAPs can help identify grievances that employees might not feel comfortable sharing directly with their managers. EAP counselors can then provide guidance and support in resolving these issues or refer them to the appropriate organizational channels.

### **Observation**

Managers and supervisors should be vigilant and observant of changes in employee behavior that may indicate underlying grievances. Signs such as decreased productivity, increased absenteeism, withdrawal from team activities, or visible distress can signal that an employee is facing issues. By proactively checking in with employees who exhibit these signs, managers can uncover and address grievances before they escalate.

### **Grievance Committees**

Establishing a grievance committee composed of representatives from different departments or levels within the organization provides a formal mechanism for addressing employee concerns. Employees can submit their grievances to the committee, which will then investigate and recommend solutions. This approach ensures that grievances are handled systematically and fairly. The committee should be trained in grievance handling procedures and maintain confidentiality throughout the process.

## 2.2.11 STEPS FOLLOWED IN GRIEVANCE HANDLING PROCEDURE

In a systematic manner, certain basic steps are followed to handle grievance:

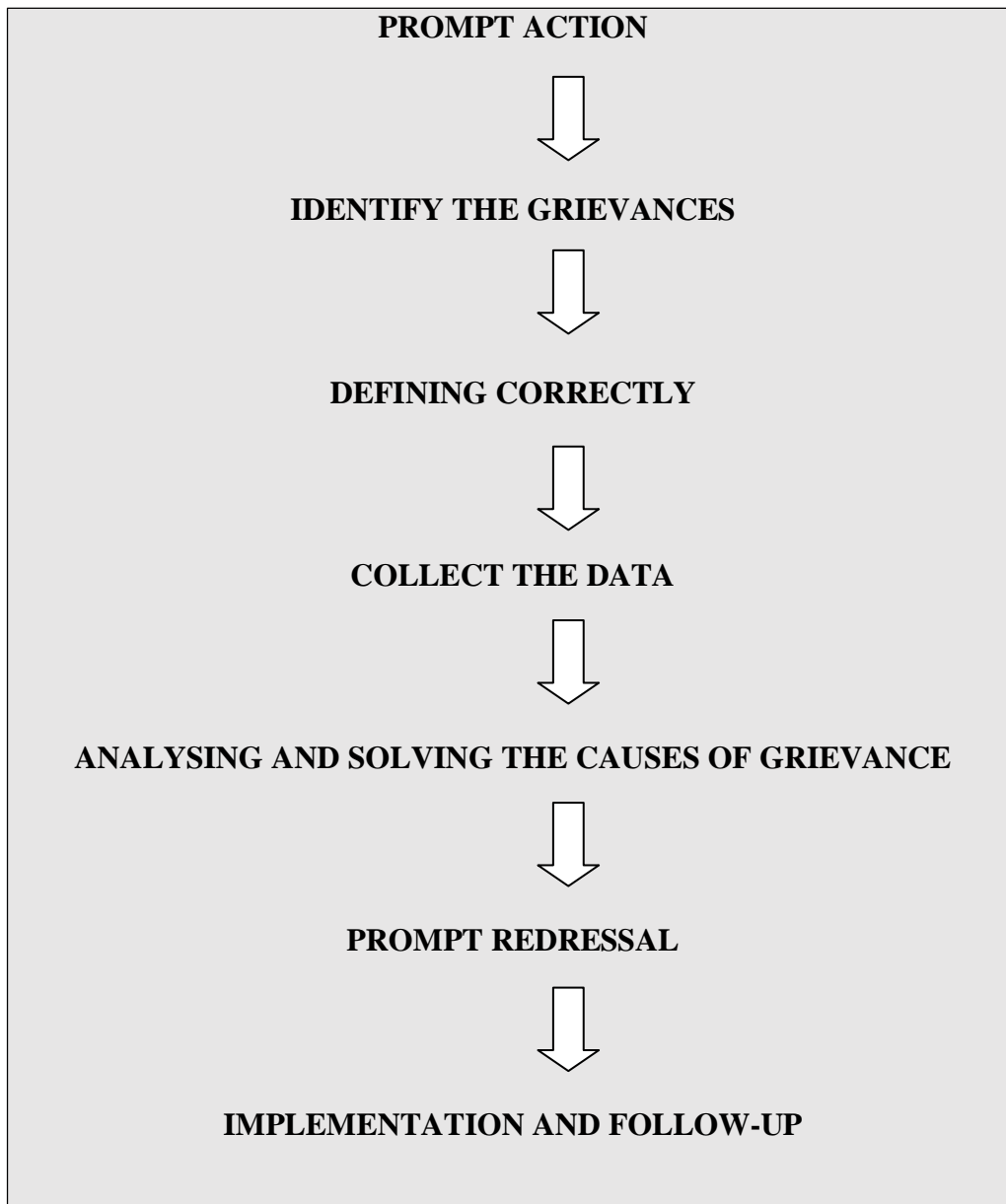


Figure No. 2.2

- **Prompt actions**

The impact would be lessened the sooner, the issues are resolved. Therefore, the issue must be resolved as soon as it manifests. The first line manager needs to



receive training in order to spot and handle such issues in a timely and effective manner

- **Identify the grievances**

Since every complaint must be illegitimate, the supervisor must first pin point the issue because a complaint made by an employee could be imaginary, emotional or ambiguous. The grievances can be identified with the help of exit interviews, open door policy, observation etc.

- **Defining correctly**

The problem once identified must be defined properly and accurately by the management.

- **Collection of data**

It involves collection of facts and data from all the parties that are involved.

- **Analysing and solving the cause of grievance**

After gathering the information, it is examined to determine the true source of the complaint. To resolve the issue and stop it from happening again, alternative solutions to the problem are devised when the cause has been determined.

- **Prompt redressal**

It involves implementation of solution by the management.

- **Implementation and follow up**

The decision so selected are communicated to the employees and implemented immediately by the effective and efficient authority. After implementation, the follow up must be done at every stage, to ensure effective and quick implementation.

## **2.2.12 ESSENTIALS OF GOOD GRIEVANCE PROCEDURE**

Effectively addressing and resolving employee issues within an organization requires a well-designed grievance procedure. The fundamental principles or essentials of a sound grievance handling are the following:

### **Fair and Impartial**

The process of grievance handling should be fair and impartial. All parties involved in the grievance process are guaranteed to receive fair and unbiased treatment via a fair and impartial grievance management system. It entails giving employees an impartial position to voice their concerns, conducting comprehensive investigations in an unbiased way, and making judgements in light of the available data. Both the employee who submitted the grievance and the party against whom it was filed have the right to due process, and each side is given the opportunity to argue their case and present supporting documentation.

Transparency, privacy, and the use of impartial third parties where appropriate are accorded top priority. In the end, a fair and impartial grievance handling method fosters organizational justice, builds confidence, and makes it easier to resolve disputes in a fair and equitable way. The grievant should be informed of the process and the implications of making a formal/written complaint before proceeding. At the same time the person against whom a complaint is made has the right to know details of the complaint against them. The respondent has the right to say their side. Before they respond, the respondent has the right to know the implications for them in terms of disciplinary action if the complaint is proven. The grievance handler should be fair, impartial and unbiased in their investigation. if there is a conflict of interest the matter should be referred to another grievance handler nor internal unit.

### **Confidentiality**

Confidentiality in grievance handling refers to the practice of keeping all information related to the grievance private and restricted to authorized individuals directly involved in the resolution process. It guarantees that the parties' identities and the specifics of the complaint will be handled with the strictest discretion. This indicates

that nobody other than the people assigned to handle the grievance is given access to the material shared during the grievance procedure. In order to foster a climate where employees can voice issues without fear of punishment or betrayal of trust, confidentiality is crucial. It fosters a fair and helpful grievance resolution process by developing trust, encouraging open communication, and protecting the privacy of people involved.

### **Timeliness**

Timeliness in grievance handling refers to the swift and efficient resolution of employee grievances within a reasonable timeframe. It is a crucial aspect of a well-functioning grievance procedure. Timeliness ensures that employee concerns are addressed promptly, demonstrating the organization's commitment to addressing and resolving issues in a timely manner. A timely grievance handling procedure establishes clear timelines and deadlines for each step of the process, from the initial filing of the grievance to the final decision and resolution. These timelines provide a framework for both the employees and the management to follow, ensuring that the grievance is not left unresolved or ignored for an extended period.

Additionally, timeliness is essential for maintaining the reliability of the grievance handling mechanism. A prolonged delay in handling complaints can damage trust in the procedure and the appearance of fairness. The organization exhibits its dedication to justice, openness, and satisfaction among employees by immediately resolving the grievances. Overall, timeliness in grievance handling is vital for maintaining positive employee relations, fostering a healthy work environment, and preventing the escalation of conflicts. It is a key factor in demonstrating organizational commitment to addressing employee concerns promptly and fairly.

### **Record keeping**

Record keeping in grievance handling refers to the practice of maintaining accurate and comprehensive documentation throughout the grievance process. It involves creating and organizing records that capture essential information, actions, and decisions related to the grievance. Effective record keeping plays a vital role in ensuring transparency, accountability, and consistency in grievance handling. It helps

in documenting the sequence of events, timelines, and individuals involved at each stage of the procedure. This includes recording the initial complaint, any interviews conducted, evidence collected, investigation findings, communication exchanges, and the final resolution or decision.

Organizations may track the development of grievances, demonstrate their commitment to due procedure, and offer a historical reference, if necessary, by keeping thorough records. These records act as a trustworthy source of data in the context of future legal issues, investigations, or audits. Additionally, they can help in spotting patterns or trends in employee complaints, allowing for the proactive addressing of underlying issues.

Additionally, keeping records makes sure that grievances are handled fairly and consistently. By ensuring that everyone involved has access to the same information, it helps lower the possibility of misunderstandings or improper communication. It also gives management the chance to assess the grievance handling procedure's performance over time and pinpoint areas for improvement. To ensure effective record keeping, it is important to establish clear guidelines and procedures for documentation. This includes defining the types of information to be recorded, standardizing formats for record keeping, and establishing secure and confidential storage systems for maintaining the records.

## **Transparency**

Transparency in grievance handling refers to the openness and clarity in the process of addressing employee grievances. It involves providing clear information about the steps, timelines, and procedures involved in handling grievances. Transparent grievance handling ensures that employees understand how their concerns will be addressed, who will be involved, and what they can expect from the process. It promotes trust and confidence in the organization's commitment to fair treatment and resolution. Transparency also includes providing regular updates to the concerned parties, maintaining open lines of communication, and sharing relevant information while respecting confidentiality.

## **Openness, honesty and fair dealing**

Openness, honesty, and fair dealing are fundamental principles in a grievance handling procedure. Openness implies a willingness to listen to and consider the concerns of employees without prejudice or bias. It involves creating an environment where individuals feel comfortable expressing their grievances. Honesty entails providing accurate and transparent information about the grievance process, investigation, and decision-making. Fair dealing ensures that all parties are treated equitably and impartially, with due process and respect for their rights. By upholding these principles, organizations foster trust, encourage open communication, and promote a sense of justice and fairness in resolving employee grievances.

### **2.2.13 IMPLEMENTING THE GRIEVANCE PROCEDURE**

- **The process should be transparent, impartial and confidential** -Every complaint should be taken seriously, and it should always be handled consistently, impartially, carefully, and openly. This increases the mechanism's acceptance among the workforce and ensures its proper use. While the procedure might state that a grievance should be brought up with the employee's immediate supervisor first, there should also be the opportunity to do so with an alternate manager, like an HR manager. Having the appropriate level of management involved makes it clear that the organization takes worker grievances seriously. The grievance procedure must be simple, understandable, and explicitly forbid any form of retaliation against employees who file grievances, particularly those concerning sexual harassment. Without sufficient protections, there is a risk of stigmatization and retaliation against employees who report sexual harassment.
- **Staff and management must be informed and aware**- All staff should be made aware of the grievance mechanism at the time of hiring. When employing new employees, the grievance procedure should be explained to everyone. It should be easy to find information about how it functions, including current contact information (for instance, in staff handbooks and on notice boards). A language that employees can comprehend should be used in all communications about the grievance procedure.

- **Concerns should be addressed promptly** - Procedures should aim for a quick decision while giving time for a thorough investigation of grievances. The longer a dispute is allowed to persist, the more difficult it may be for both parties to proceed over it. For instance, a maximum amount of time should pass between a grievance being filed and a meeting being scheduled to investigate it.
- **Records should be kept** - It is crucial to maintain accurate written records after a grievance has been filed formally in order to promote transparency and enable future reviews of the complaint process or outcome. The initial complaint ought to be in writing, if at all possible. Recording the employer's response is also necessary. Any actions carried out should be documented, together with the justification, for example, the outcome of a grievance hearing. Worker privacy and data protection rights should be respected in documentation.
- **The mechanism will be sensitive to the needs of all workers, including vulnerable groups** - Women, members of racial or ethnic minorities, migrant workers, young employees, and those with disabilities may feel more vulnerable at work; these individuals should not be discouraged from filing a grievance. Therefore, the grievance procedure should be private so that employees can file a grievance without telling anybody else. In order to give employees, the option of speaking with either a male or female staff member about their issues, it is also best practice to have both of them on hand. It could be required to give written documents in many languages and to use interpreters in situations where there are language problems. Both of the parties should consider the interpreters as impartial.
- **Role of worker representatives** - Individual complaints and grievances should be addressed in the same manner as collective grievances and disputes; if there are already established procedures for resolving collective grievances or disputes, any new procedures should build on this established structure. A worker organization (often a trade union) shall have the right to be notified and present at all stages of the procedure if it files the grievance or is the representative of the worker submitting the grievance. It may be permissible to

commit to steps to prevent industrial action until the procedure is finished when the procedure has been agreed upon with trade unions.

- **Access to judicial remedy** - The employee should be aware that they have the option of using administrative or judicial channels (such as an employment tribunal, a labour court, or a labour inspectorate) An employee has the option to seek court remedies when dealing with issues like unfair dismissal, discrimination, salary disputes, violation of labour laws. This implies that individuals can present their case to a court or administrative body established specially to deal with such employment-related issues.

Employer-employee disputes are heard by and resolved by quasi-judicial bodies known as employment tribunals. They provide a less formal and more convenient alternative to expensive and time-consuming litigation for settling conflicts.

Labour courts, on the other hand, are specialized courts that deal exclusively with employment-related disputes. They provide a more formal legal process with judges presiding over cases and making binding decisions. Alternatively, employees can approach labour inspectorates, which are government agencies responsible for enforcing labor laws and ensuring compliance with employment regulations. These inspectorates can conduct investigations into potential labor law violations and may take action against employers found to be in breach of these laws.

Having the option to resort to judicial or administrative remedies is crucial in safeguarding employees' rights and maintaining a fair and just work environment. It empowers employees to seek redress when they believe their rights have been violated and serves as a deterrent against potential abuses by employers.

- **Specific considerations regarding gender-based violence** - It requires that grievance mechanisms should include provisions for confidential complaints and those requiring special protection measures, such as reports of gender-based violence. Workers who lodge grievances related to discrimination or

gender- based violence should be protected from victimization or other negative consequences

Given the sensitive nature of sexual harassment cases, it is good practice to offer more than one point of contact for filing a grievance, including at least one female contact, in case an employee does not feel comfortable approaching a particular individual (for example, because they are the harasser or have personal links to the harasser). There should also be channels available for workers to lodge grievances anonymously.

#### **2.2.14 ADVANTAGES OF HAVING GRIEVANCE HANDLING MECHANISM**

- A well-designed grievance procedure ensures that employees are treated fairly and equitably in addressing their concerns, promoting a sense of justice within the organization.
- It provides an opportunity for employees to voice their grievances and dissatisfaction enabling them to seek redress and have their voices heard.
- Provides a formalized, structured procedure for addressing and resolving disputes between employees and management.
- The grievance procedure promotes open communication between employees and management, allowing for a transparent exchange of information and understanding of each party's perspectives.
- It enables early detection of underlying problems or patterns, allowing organizations to take proactive measures to address systemic issues before they escalate.
- Organizations have an opportunity to learn from grievances and improve their policies, procedures, and working conditions.
- A fair and efficient grievance mechanism shows employees that their issues are being taken seriously, which enhances morale and job satisfaction.
- Organizations that have established grievance handling mechanism are perceived more favorably by employees, potential applicants, and stakeholders, enhancing their reputation as an employer of choice.
- Timely and effective grievance decision promotes a positive work culture, enhances productivity, and lowers turnover rates.



### **2.2.15 ROLE OF HR MANAGER IN GRIEVANCE HANDLING**

- Developing and implementing grievance handling policies and procedures to ensure a fair and consistent approach to resolving employee grievances.
- Ensuring that workers are informed of their rights, the grievance procedure, and how to file a grievance.
- Communicating the process and providing necessary guidance to employees to encourage open communication and reporting of grievances.
- Establishing the facts around complaint by carrying out thorough investigations, gathering pertinent data, and gaining statements from persons involved.
- Preserving confidentiality throughout the grievance processing procedure to safeguard the dignity and privacy of all affected.
- Assisting employees who file grievances by providing advice and support, outlining the procedure and their rights, and assisting them in navigating the grievance resolution process.

### **2.2.16 GRIEVANCE HANDLING APPROACHES**

The three approaches with respect to the disposition of board and employees of handling of grievance are:

- Legalistic View Approach
- Human Relations Approach
- Open-Door or Step-Ladder Approach

**Legalistic View Approach** - Administrations following legalistic approach regularly refer to the negotiated contract when a worker raises a complaint or grievance. They contend that the circumstance has been deal with in the negotiated contact. The management and the employee follow the provisions in that. Grievances are those characterized by the agreement, and the procedure for dealing with the grievances is obvious to all concerned and determined with the time span for each stage. The impact of the supervisor approach in recognizing the issue of grievance and the principles ought to be set up so that managers are coordinated by their prevalent.

**Human Relations Approach** The basis for this philosophy's development is the human relations school. The primary concern is the employee and his specific issue. The manager carefully listens to the grievances in an appropriate way in order to help the person overcome his fret, with the primary premise being that employees come first before production targets. Workers are the end rather than a means to an end, and while it is almost likely true that knowing their demands and complaints can aid in meeting production goals. The capacity to be attentive listener is too routinely taken for granted. HR specialists are essential to the organization. By paying attention to and resolving the staff members' challenges and worries, they instill a feeling of conviction and trust in them.

**Open-Door or Step-Ladder Approach** It is fundamental that workers know the channels through which they ventilate their grievance. The two methods for redressal of grievances are open door-policy or step-ladder procedure. In step-ladder procedure, an aggrieved worker will initially move toward the line manager with his grievance. In the event that he doesn't fulfill with the decision of the manager, he moves toward the head of department, the subsequent level, with his grievance. At the third level, a joint grievance committee audits the grievance. On the off chance that the grievance is as yet not settled, it is additionally eluded to the chief executive of the organization.

### **2.2.17 THE MODEL GRIEVANCE PROCEDURE**

The Model Grievance Procedure, developed in accordance with the Code of Discipline issued by the 16th Session of the Indian Labour Conference in 1958, is the sole voluntary grievance procedure in use in India at the moment. The Model Grievance Procedure serves as the basis for the majority of grievance procedures today, with a few modifications made to fit the operations, size, and specific requirements of each organization.

**Stage 1** - The aggrieved employee shall convey his or her grievance verbally to the officer designated by the management to deal with grievance, the officer will have to reply to the complaints within 48 hours of its presentation to him or her.

**Stage 2**-If the grievant is not satisfied with the answer or does not receive the answer within 48 hours he shall then present the grievance to the departmental head

nominated for this purpose. The head must give his or her reply within three days of the presentation of the grievance.

**Stage 3** If the aggrieved employee is still not satisfied with the decision of the departmental head or does not receive any reply within the stipulated period, he can approach the grievance committee for the settlement of his grievance. The grievance committee has to give its recommendation in seven days and report it to management. The management must communicate the decision to the grievant within three days.

**Stage 4** - If the employee is still not satisfied with the decision made by the grievance committee does not receive the decision from it, he can make an appeal to the management for a revision of the decision taken. The management can take a week for appeal to be considered and the revised decision is to be informed to the grievant.

**Stage 5** - If the employee is still not satisfied with the decision of the management, the grievance may be referred to voluntary arbitration within a week after the decision taken by the management in stage4.

**Stage 6** - The decision of the arbitrator is final and binding on both the parties i.e. the management and the union.

#### **2.2.18 RIGHTS OF THE GRIEVANT**

- **Right to Be Heard:** The grievant has a right to be heard and to have their concerns and grievances taken into account by the appropriate authorities or grievance handling body within the organization.
- **Right to Confidentiality:** Unless disclosure is a prerequisite for the inquiry or resolution process, the grievant has the right to confidentiality regarding their name and the specifics of their grievance.
- **Right to a Fair and Impartial Process:** The grievant has the right to a fair and impartial grievance handling process. This includes having their grievance objectively evaluated and investigated without bias or prejudice.
- **Right to Representation:** During the grievance handling procedure, the grievant may have the right to be represented by a representation or union

representative. This offers confidence and helps them make their point effectively.

- **Right to Timely Resolution:** The grievant has the right to have their grievance resolved immediately. This includes proper deadlines for the inquiry, mediation, and grievance settlement.
- **Right to Appeal:** The grievant may have the right to appeal the decision to a higher authority or appeal body within the organization if the initial resolution of the grievance is unsatisfactory.
- **Right to Protection from Retaliation:** The grievant has the right to be protected from retaliation or adverse actions as a result of filing a grievance. Retaliatory actions against the grievant are generally prohibited and may have legal consequences.

#### **2.2.19 RIGHTS OF HR MANAGER**

- **Right to Access information -** The HR manager has the right to reflect on any essential information and documentation pertaining to the grievance, including any supporting evidence such as records, witness statements, and evidence.
- **Right to Investigate:** The HR manager has the right to conduct a thorough and impartial investigation into the grievance. This may involve interviewing relevant parties, reviewing documents, and gathering evidence to make an informed decision.
- **Right to Maintain Confidentiality:** The HR manager has a responsibility to protect the privacy of everyone involved in the grievance, including the complainant, any witnesses, and anybody else who may be pertinent to the case.
- **Right to Recommend Solutions:** The HR manager has the right to provide suitable solutions to settle the grievance based on the results of the investigation. This could involve disciplinary measures, counselling, training, or mediation.
- **Right to Facilitate Mediation:** In order to promote discussion and negotiation as a means of resolving the dispute, the HR manager may have the right to arrange mediation between the parties concerned.

- **Right to Uphold Organizational Policies:** The HR manager has the obligation to make sure that the organization's policies, processes, and applicable laws are followed during the grievance management process.
- **Right to Legal Advice:** The HR manager may have the right to seek legal counsel in difficult or delicate situations to make sure that the organization's activities and choices are in compliance with the law.

### **2.2.20 STATUTORY PROVISIONS CONCERNING THE GRIEVANCE REDRESSAL PROCEDURE IN INDIA**

There are three important legal provisions that specify the rules relating to the grievance redressal procedure in Indian industrial organizations. They are,

- The Industrial Employment (standing orders) Act 1946.
- The Factories Act 1948.
- The Industrial Disputes Act 1947.
- Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013.

#### **The Industrial Employment (standing orders) Act 1946**

Every establishment with 100 or more employees must have the proper officers on staff to handle employee complaints, according to Clause 15 of the model standing orders in Schedule 1 of the Industrial Employment Act. These need to include, among other things, a clause that addresses workers' complaints against unjust treatment and improper charges made by the employer or his representatives.

#### **The Factories Act 1948**

Section 49 of the factories act makes it necessary the appointment of a welfare officer in every factory that employs 500 or more workers. These officers are actually responsible for settling the grievances of employees. However, these provisions are not useful due to the dual role which these officers are called upon to play.

## **The Industrial Disputes Act 1947**

There shall be a grievance settlement authority in every industrial organization that employs 50 or more workers. Whenever an industrial dispute arises in these organizations, the concerned worker or his union may refer such a dispute to the grievance settlement authority for settlement. The grievance settlement authority in the due timeframe shall proceed the matter and conclude the proceedings. There shall be no reference of any dispute to boards, courts or tribunals unless and until such a dispute was considered by the grievance settlement authority to reach a decision and the decision so reached became unacceptable to any one of the parties of the dispute.

## **Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013**

This Act was introduced to provide a safe and secure work environment for women and to prevent and address incidents of sexual harassment at the workplace. It mandates certain procedures to be followed in case of complaints.

### **2.2.21 BENEFITS OF HAVING A GRIEVANCE HANDLING MECHANISM**

- It encourages employees to express concerns without worrying about consequences that are adverse.
- It provides a fair and speedy means of dealing with complaints.
- It prevents minor disagreements from turning into bigger disputes.
- It provides an outlet for the resentment and dissatisfaction of the workforce.
- It saves employer's time and money as solutions are found for workplace problems. It helps to build an organizational climate based on openness and trust.
- Resolving complaints creates a chance for organizational learning and development.
- By analyzing grievances, the organization can identify areas for improvement in policies, procedures, and management practices.

- Effective grievance resolution reduces stress and distractions at work, enabling employees to concentrate on their work and give it their all. Increased productivity and better overall organizational performance result from this.
- Addressing grievances proactively and fairly can help prevent potential legal disputes or complaints. A well-handled grievance can resolve issues internally, reducing the likelihood of legal action against the organization

**CHAPTER III**  
**DATA ANALYSIS AND INTERPRETATION OF DATA**



### **3.1 Data analysis and interpretation**

Data analysis and interpretation are integral phases of the research process, encompassing the systematic examination of data to uncover meaningful patterns, relationships, and insights, followed by making sense of these findings within the context of the research objectives. Data analysis involves applying various statistical, computational, and qualitative techniques to raw data to transform it into a structured format that can be easily understood and utilized. This stage is critical for validating hypotheses, identifying trends, and drawing conclusions. It requires meticulous planning, appropriate methodological choices, and rigorous execution to ensure the reliability and validity of the results.

The interpretation of data is the process of making sense of the results obtained from the analysis. It involves contextualizing the findings within the theoretical framework and the research questions posed at the beginning of the study. Interpretation is not merely about describing the results but also about understanding their implications, significance, and potential impact. This phase requires a deep engagement with the data, as researchers must discern what the results mean in relation to the existing body of knowledge and how they advance understanding in the field.

In conclusion, data analysis and interpretation are critical components of the research process that transform raw data into meaningful and actionable insights. Through meticulous preparation, appropriate methodological choices, and rigorous application of analytical techniques, researchers can uncover patterns, test hypotheses, and contribute to the body of knowledge in their field. Interpretation adds depth and context to these findings, linking them back to the theoretical framework and broader academic discourse. Together, these processes ensure that research is robust, credible, and impactful, ultimately advancing understanding and informing practice in various domains.

## Objective 1: To identify the demographic factors of the employees of Mercelys

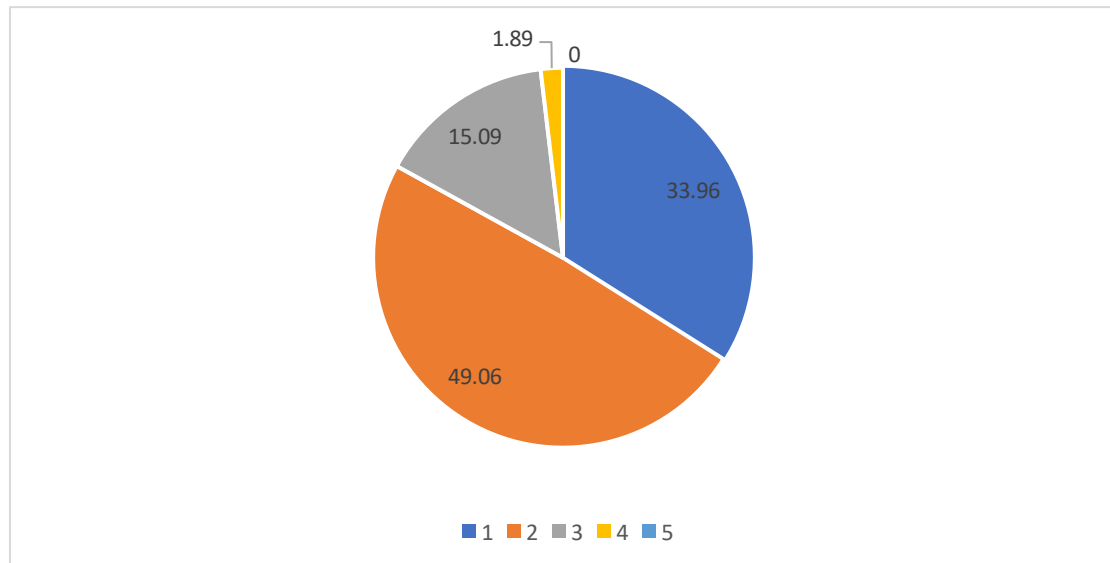
### 3.2 Age bracket

**Table 3.2:** table showing the age category of the respondents in the survey

Category	Frequency	Percentage
Under 25	5	4.72
25-34	44	41.51
35-44	36	33.96
45-54	20	18.87
55 and above	1	0.94
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.1** Figure showing the age distribution of the respondents.



### Interpretation

Figure 3.2 indicates the age distribution of respondents. The 25-34 age bracket represents the majority, constituting approximately 41.51% of the total observations, followed by the 35-44 age group at 33.96%. Respondents aged 45-54 account for 18.87%, indicating a moderate presence. The under 25 group comprises 4.72% of respondents, while those aged 55 and above represent the smallest portion at 0.94%. This suggests a higher concentration of respondents in the younger age brackets, particularly between 25 and 44 years old.

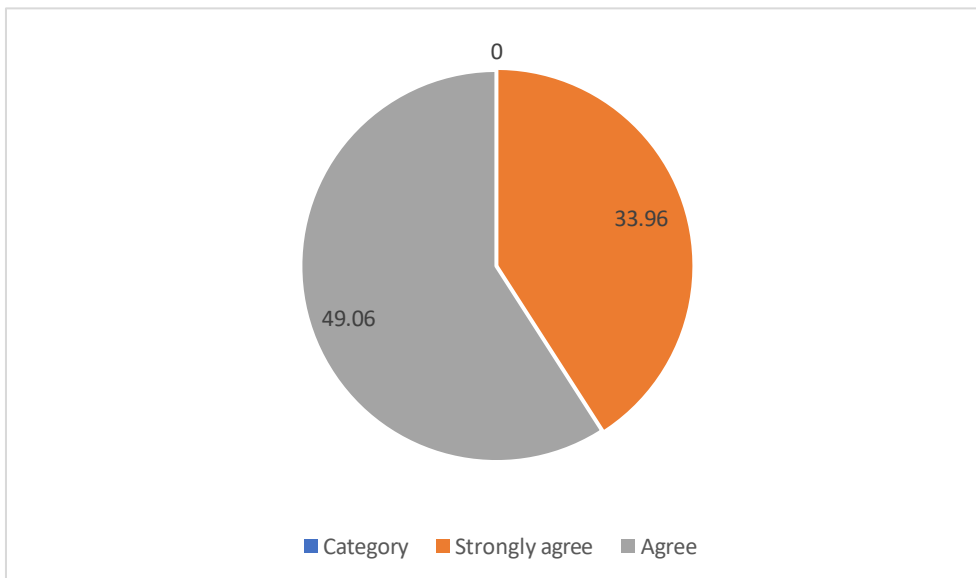
### 3.3 Gender

**Table 3.3:** table showing the gender category of the respondents in the survey

Category	Frequency	Percentage
Male	47	44.34
Female	59	55.66
Other	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.3** figure showing the gender category of the respondents



### Interpretation

Figure 3.3 indicates the gender distribution of respondents, with females constituting the majority at 55.66%. Males represent 44.34% of the total respondents. There are no respondents in the "Other" category. This suggests that the survey had a higher participation rate among females compared to males. Overall, the data shows a predominant female representation.

**Objective 2: To assess the satisfaction of the employees towards the grievance handling system of the organisation.**

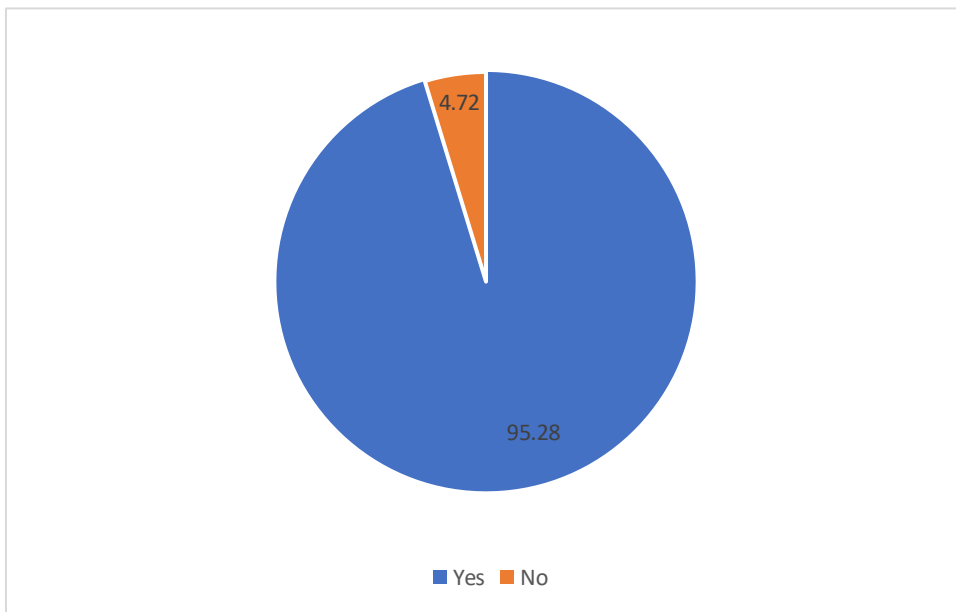
### **3.4 Awareness of grievance handling procedure**

**Table 3.4:** table showing the percentage of respondents aware of the grievance handling procedure

Category	Frequency	Percentage
Yes	101	95.28%
No	5	4.72%
<b>Total</b>	106	100

(Source: Primary Data)

**Figure 3.4** figure showing the percentage of respondents aware of grievance handling procedure.



### **Interpretation**

Figure 3.4 indicates that the event with 101 occurrences represents the majority, constituting approximately 95.28% of the total observations. This suggests that this event is significantly more frequent compared to the other. On the other hand, the event with 5 occurrences represents a minority, accounting for approximately 4.72% of the total observations. This indicates that this event is relatively rare compared to the other.

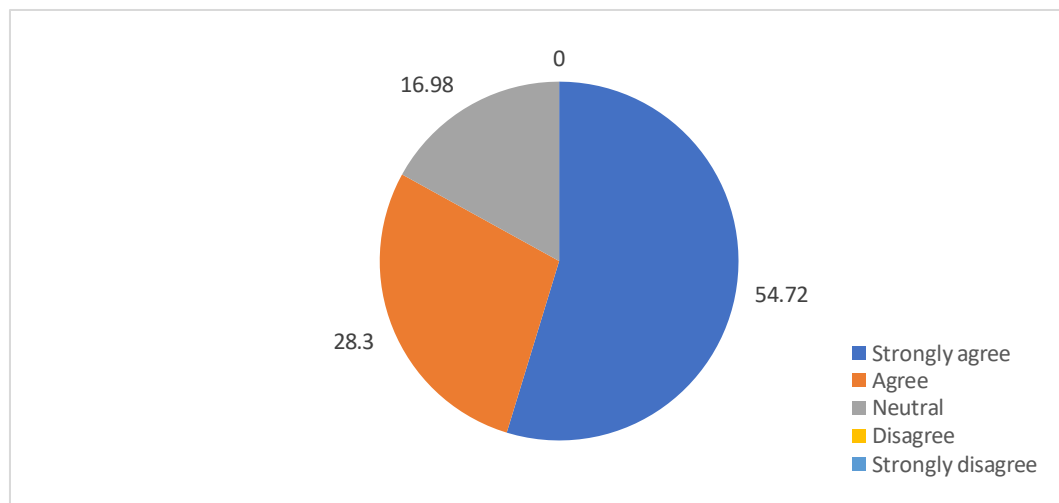
### 3.5 The presence of grievance handling mechanism contributes to my overall job satisfaction

**Table 3.5:** table showing whether the presence of grievance handling mechanism contributes to the overall job satisfaction in the organisation

Category	Frequency	Percentage
Strongly agree	58	54.72 %
Agree	30	28.30 %
Neutral	18	16.98 %
Disagree	0	0 %
Strongly disagree	0	0 %
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.5** figure showing whether presence of grievance handling mechanism contributes to the overall job satisfaction



#### Interpretation

the study outcomes on figure 3.5 above indicates that 54.72% of the respondents strongly agree that the presence of grievance handling mechanism contributes to the overall job satisfaction. 28.30 % agree to the same while 16.98% has a neutral opinion. No one has disagreed or strongly disagreed.

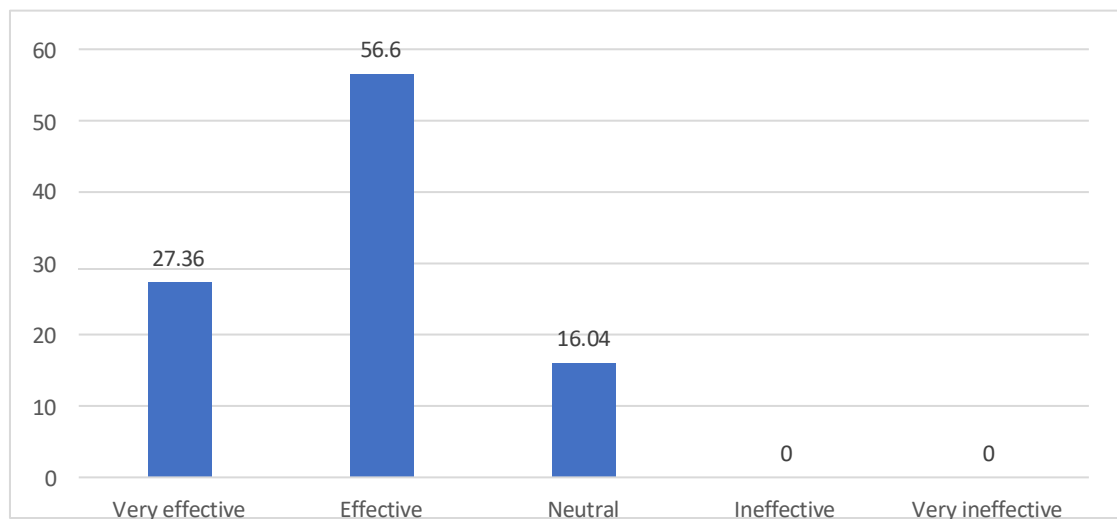
### 3.6 Effectiveness of grievance handling mechanism

**Table 3.6** table showing whether the grievance handling mechanism is effective in addressing employee concerns

Category	Frequency	Percentage
Very effective	29	27.36
Effective	60	56.60
Neutral	17	16.04
Ineffective	0	0
Very ineffective	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.6** figure showing the effectiveness of grievance handling mechanism



#### Interpretation

the study outcomes on figure 3.6 above indicates that 27.36% of respondents opined that grievance handling mechanism is very effective. 60% of the respondents feels it is effective. 17% of the respondents have a neutral opinion. It suggests that this event occurs less frequently than the most common event but more frequently than the event with 29 occurrences. None of the respondents feels it is ineffective or very ineffective.

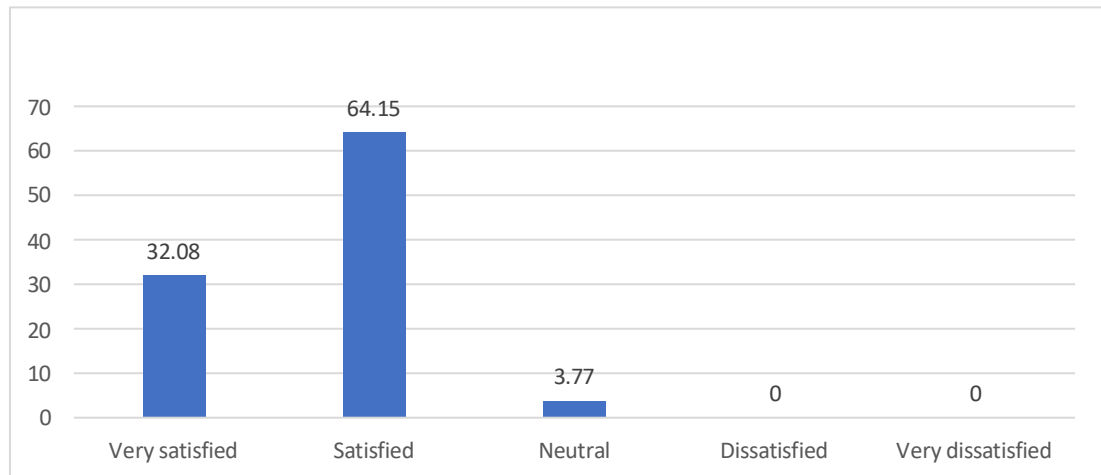
### 3.7 Satisfaction with work environment

**Table 3.7** table showing whether the respondents are satisfied with the overall work environment of the organisation

Category	Frequency	Percentage
Very satisfied	34	32.08
Satisfied	68	64.15
Neutral	4	3.77
Dissatisfied	0	0
Very dissatisfied	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.7** figure showing whether the respondents are satisfied with the overall work environment of the organisation



#### Interpretation

the study outcomes on figure 3.7 above indicates that 32.08% respondents are very satisfied and 64.1% opined satisfied. shows a highly positive sentiment towards the subject, with the vast majority of respondents (96.23%) being either satisfied or very satisfied. Only a small fraction (3.77%) is neutral, and there are no negative responses. This indicates a strong positive consensus among the respondent.

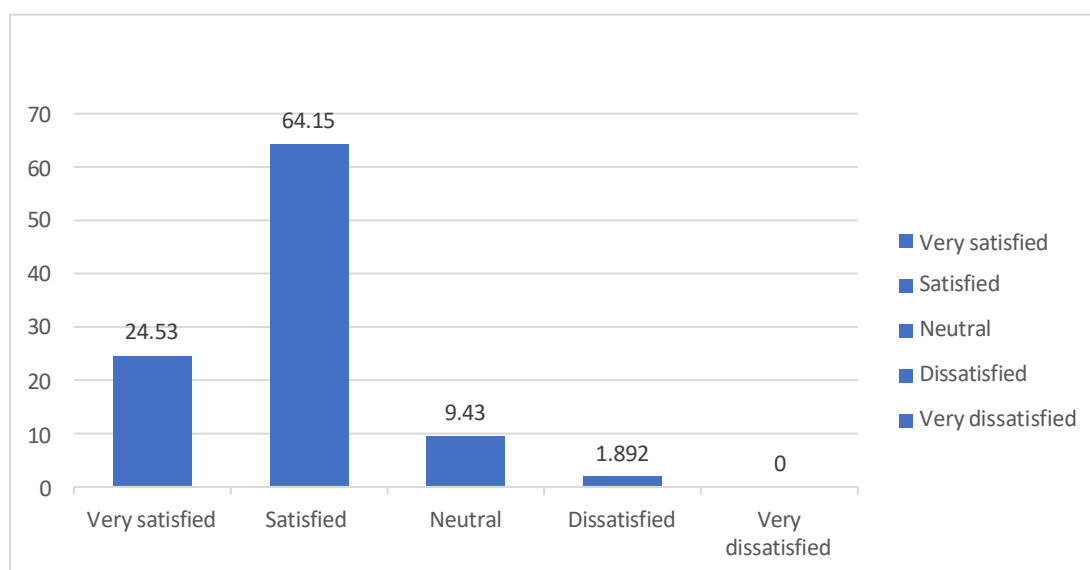
### 3.8 Satisfaction with ease of grievance submission

**Table 3.8** table showing whether the respondents are satisfied with the ease of submitting a grievance or complaint

Category	Frequency	Percentage
Very satisfied	26	24.53
Satisfied	68	64.15
Neutral	10	9.43
Dissatisfied	2	1.892
Very dissatisfied	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.8** figure showing whether there is a satisfaction with the ease of grievance submission.



#### Interpretation

the study outcomes on figure 3.8 above indicates that 24.53% of respondents, that is about a quarter of the respondents are very satisfied, indicating a significant portion of participants who hold a very positive view. 64%, almost two-thirds, are satisfied. 9.43% of respondents are neutral, suggesting some degree of ambivalence or indifference towards the subject. 1.89 percentage of respondents are dissatisfied,



indicating a minimal level of dissatisfaction. There are no respondents who are very dissatisfied. This indicates a strong positive consensus among the respondents with minimal negative feedback.

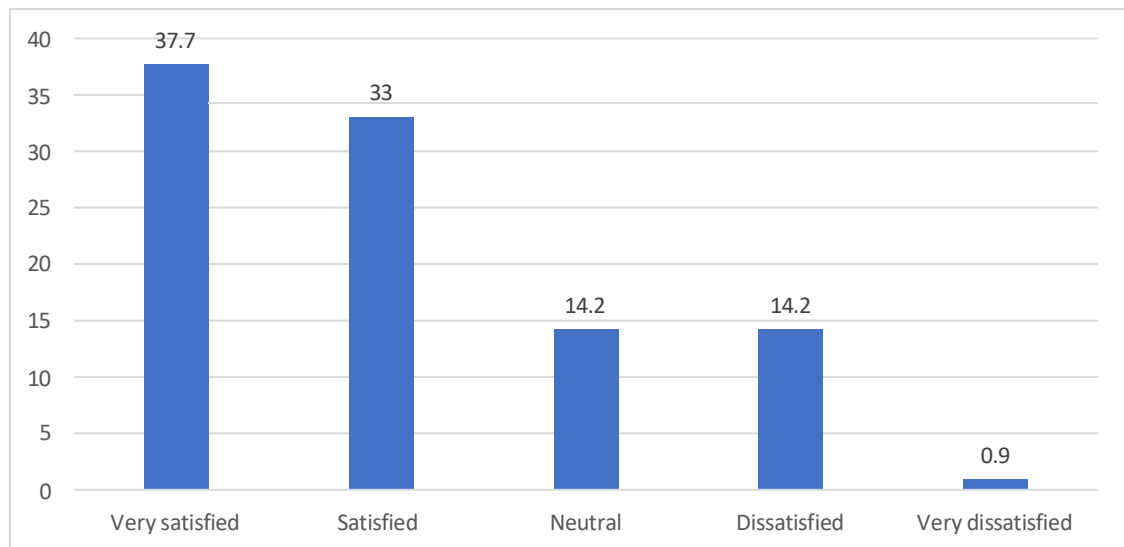
### 3.9 Satisfaction with support from colleagues

**Table 3.9** table showing whether the respondents are satisfied with the support they receive from their colleagues

Category	Frequency	Percentage
Very satisfied	40	37.7
Satisfied	35	33
Neutral	25	14.2
Dissatisfied	5	14.2
Very dissatisfied	1	0.9
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.9** figure showing the satisfaction with support from colleagues



#### Interpretation

Figure 3.9 suggests a varied perception of colleague support among respondents. A significant portion, 71% (40% very satisfied, 31% satisfied), express contentment with the support they receive. However, 15% remaining neutral indicates uncertainty or a lack of strong opinion. Dissatisfaction levels are relatively low, with 14% (14% dissatisfied, 1% very dissatisfied) expressing dissatisfaction. The minimal number of very dissatisfied responses underscores a generally positive sentiment overall. This indicates that while a majority are satisfied, there remains a segment with reservations or neutrality, suggesting potential areas for further improvement in fostering supportive relationships among colleagues within the organization.

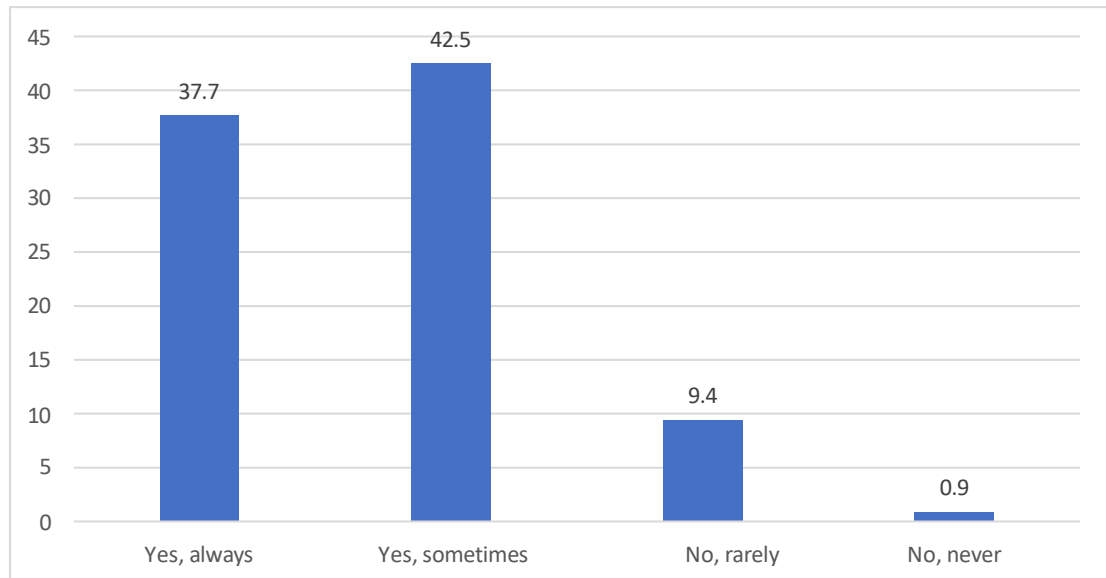
### 3.10 Company listens to and considers feedback

**Table 3.10** table showing whether the employees feel that the company listens to and considers feedback from employees

Category	Frequency	Percentage
Yes, always	45	37.7
Yes, sometimes	50	42.5
No, rarely	10	9.4
No, never	1	0.9
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.10** figure showing whether company listens to and considers feedback



#### Interpretation

The data indicates that a majority of employees feel their company listens to and considers their feedback, with 37.7% stating "Yes, always" and 42.5% saying "Yes, sometimes." This combined total of 80.2% reflects a strong positive sentiment towards the company's responsiveness to employee input. A smaller group, 9.4%, believes their feedback is rarely considered, suggesting some areas for improvement. Only 0.9% feel their feedback is never taken into account, indicating minimal dissatisfaction. Overall, while most employees perceive the feedback mechanism positively, addressing the concerns of the minority could further strengthen the company's communication and feedback processes.

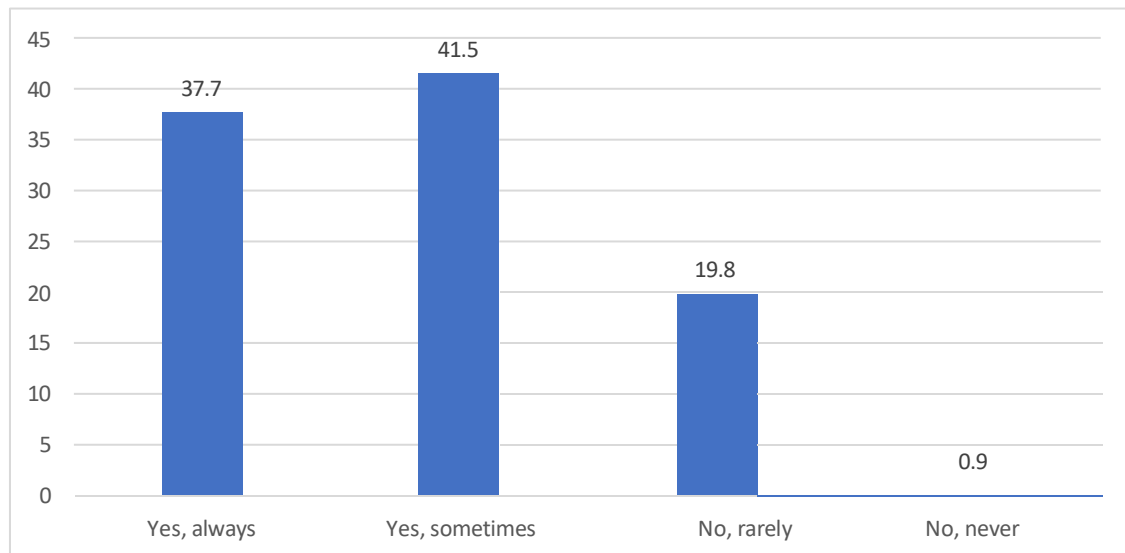
### 3.11 Appropriate actions to resolve grievances

**Table 3.11** table showing whether the company takes appropriate actions to resolve grievances

Category	Frequency	Percentage
Yes, always	40	37.7
Yes, sometimes	44	41.5
No, rarely	21	19.8
No, never	1	0.9
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.11** figure showing whether the company takes appropriate actions to resolve grievances



#### Interpretation

The data indicates that a majority of employees feel the company takes appropriate actions to resolve grievances, with 37.7% stating "Yes, always" and 41.5% indicating "Yes, sometimes." This combined total of 79.2% reflects a strong positive sentiment towards the company's grievance resolution efforts. However, 19.8% of employees feel that grievances are rarely resolved appropriately, suggesting significant room for improvement. A minimal 0.9% believe that grievances are never resolved, reflecting some dissatisfaction. Overall, while most employees perceive the company as generally effective in addressing grievances, enhancing the resolution process for the minority who are dissatisfied could further improve organizational trust and morale.

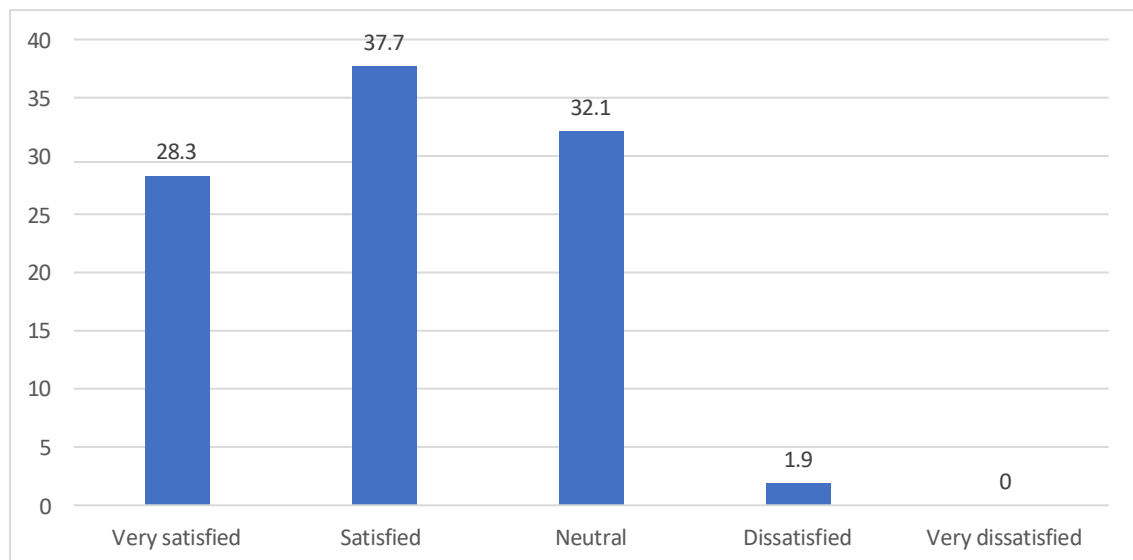
### 3.12 Satisfaction with training and development opportunities

**Table 3.12** table showing whether the respondents are satisfied with the training and development opportunities provided by company

Category	Frequency	Percentage
Very satisfied	30	28.3
Satisfied	40	37.7
Neutral	34	32.1
Dissatisfied	2	1.9
Very dissatisfied	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.12** figure showing the satisfaction with training and development opportunities



#### Interpretation

The data indicates that the majority of respondents are satisfied with the training and development opportunities provided by the company. Specifically, 28.3% are "Very satisfied" and 37.7% are "Satisfied," totalling 66% who have a positive view. A notable 32.1% of respondents remain neutral, which may indicate that they see room for improvement or do not have strong opinions on the matter. Only 1.9% are dissatisfied, and no respondents are very dissatisfied, suggesting minimal dissatisfaction. Overall, the company is viewed favourably in terms of training and development, but there is potential to convert neutral respondents into satisfied ones by enhancing the opportunities offered.

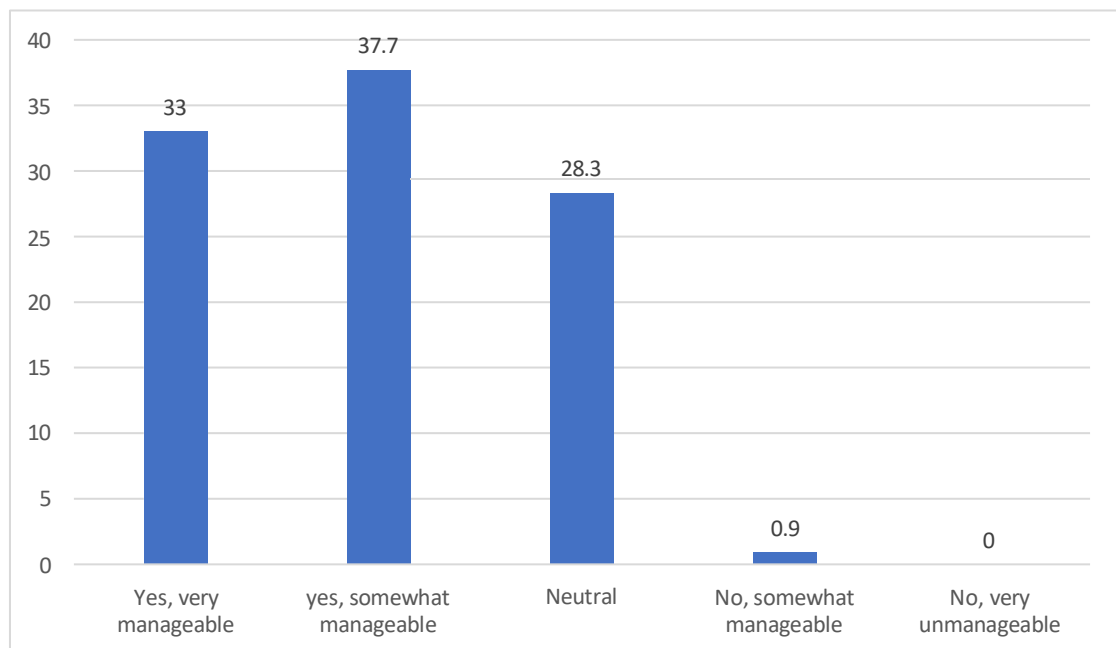
### 3.13 Workload is manageable

**Table 3.13** table showing whether the respondents feel that their workload is manageable

Category	Frequency	Percentage
Yes, very manageable	35	33
yes, somewhat manageable	40	37.7
Neutral	30	28.3
No, somewhat manageable	1	0.9
No, very unmanageable	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.13** figure showing the manageability of workload



#### Interpretation

The data suggests that the majority of respondents find their workload to be manageable, with 33.0% stating "Yes, very manageable" and 37.7% indicating "Yes, somewhat manageable." This combined 70.7% shows a positive perception of workload manageability. A notable 28.3% remain neutral, which may indicate a balance between manageable and unmanageable workloads or a lack of strong

opinion. Only 0.9% feel their workload is somewhat unmanageable, and no respondents find it very unmanageable, suggesting minimal dissatisfaction. Overall, the majority of employees perceive their workload as manageable, but there is still room for improvement to ensure a more universally positive experience.

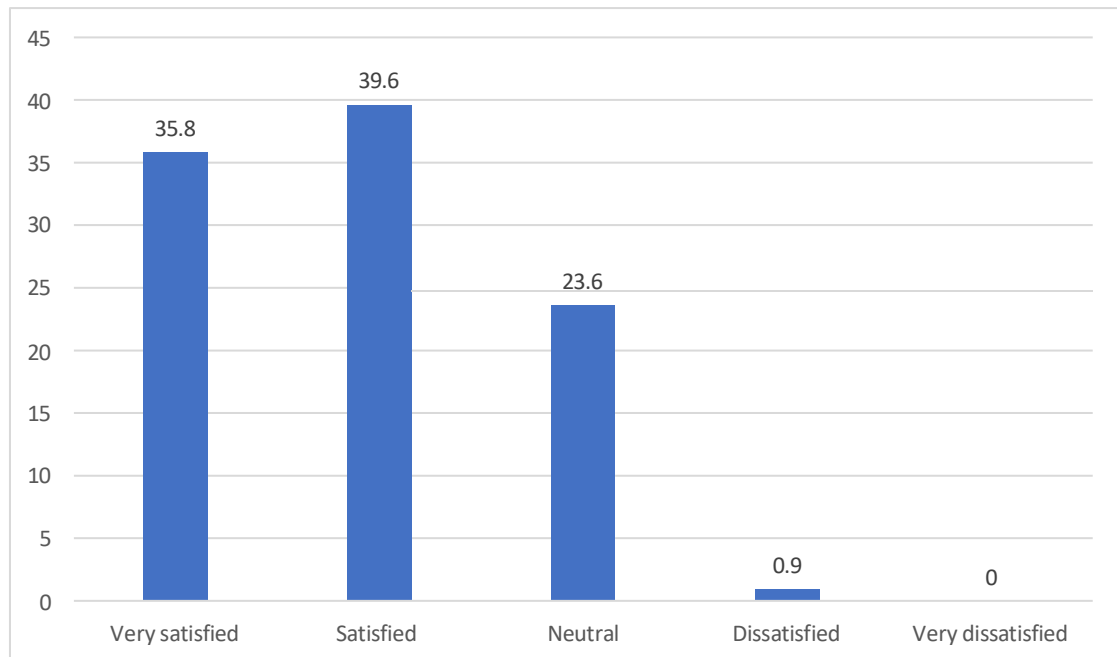
### 3.14 satisfaction with communication in workplace procedures

**Table 3.14** table showing whether the respondents are satisfied with the communication about changes or updates in workplace procedures

Category	Frequency	Percentage
Very satisfied	38	35.8
Satisfied	42	39.6
Neutral	25	23.6
Dissatisfied	1	0.9
Very dissatisfied	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.14** figure showing satisfaction with communication in workplace procedures



### Interpretation

The data shows that a significant majority of respondents are satisfied with the communication about changes or updates in workplace procedures. Specifically, 35.8% are "Very satisfied" and 39.6% are "Satisfied," combining to a total of 75.4% who view the communication positively. A notable 23.6% of respondents are neutral, indicating some room for improvement in making communications more effective or



engaging. Only 0.9% of respondents are dissatisfied, and none are very dissatisfied, indicating minimal dissatisfaction. Overall, the company's efforts in communicating workplace changes and updates are largely successful, but there is an opportunity to further enhance engagement and clarity to convert neutral opinions into positive ones.

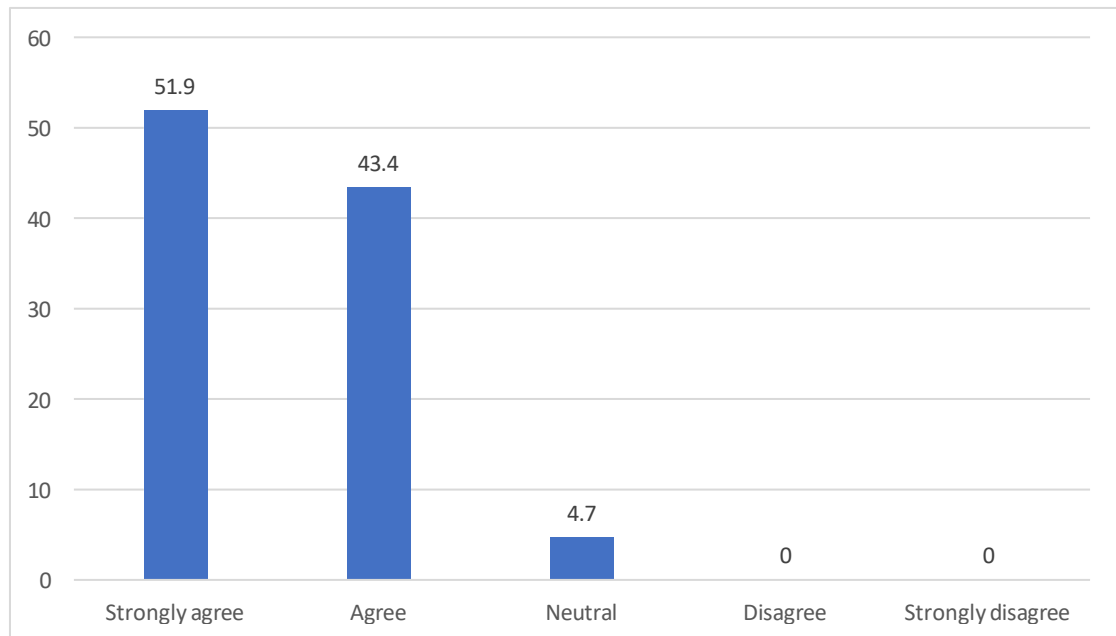
### 3.15 Work contributes to the success of the organisation

**Table 3.15** table showing whether the respondents feel that their work contributes to the success of Mercelys

Category	Frequency	Percentage
Strongly agree	55	51.9
Agree	46	43.4
Neutral	5	4.7
Disagree	0	0
Strongly disagree	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.15** figure showing whether work contributes to the success of Mercelys



### Interpretation

The data indicates that an overwhelming majority of respondents feel their work contributes to the success of Mercelys, with 51.9% "Strongly agree" and 43.4% "Agree," totalling 95.3%. This reflects a strong positive sentiment and a high level of engagement and belief in the value of their contributions. Only 4.7% of respondents are neutral, indicating a very small portion of employees who may not have a strong

opinion on this matter. There are no respondents who disagree or strongly disagree, showing no negative sentiment in this regard. Overall, the perception that individual work significantly contributes to the company's success is widely held, suggesting a motivated and aligned workforce.

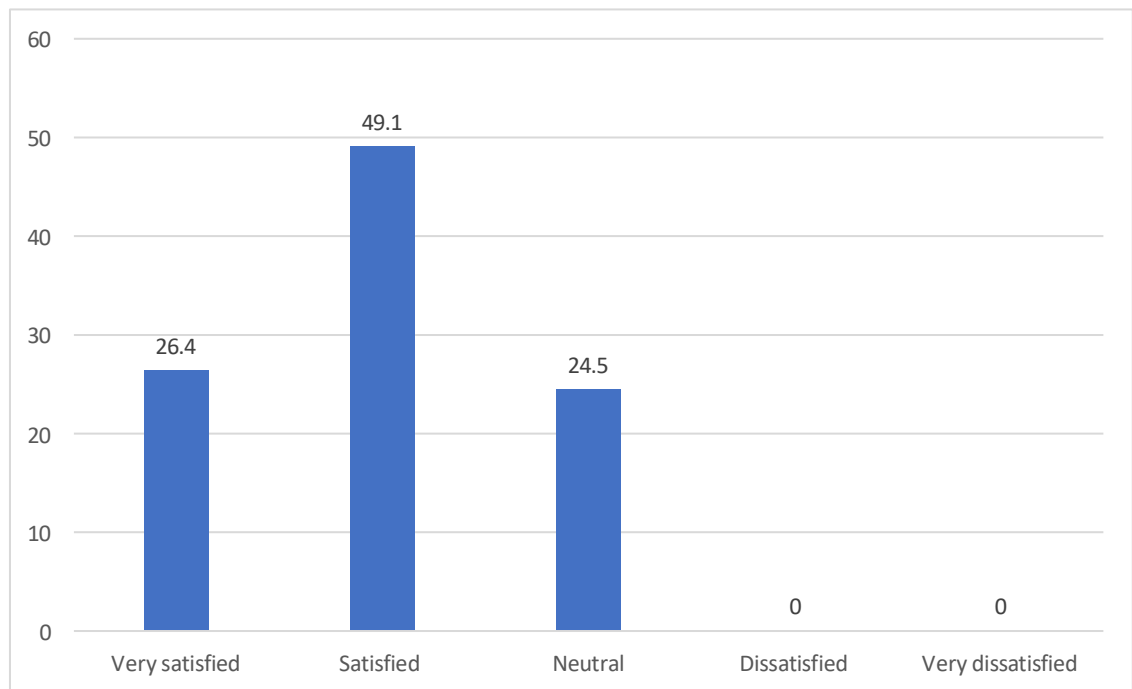
### 3.16 Overall satisfaction with grievance handling mechanism

**Table 3.16** table showing the overall satisfaction with the grievance handling mechanism in organisation

Category	Frequency	Percentage
Very satisfied	28	26.4
Satisfied	52	49.1
Neutral	26	24.5
Dissatisfied	0	0
Very dissatisfied	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.16** figure showing the overall satisfaction with grievance handling mechanism



#### Interpretation

The data reveals that the majority of respondents express satisfaction with the grievance handling mechanism in the organization. Specifically, 26.4% are "Very satisfied," and 49.1% are "Satisfied," totaling 75.5% who view the mechanism positively. A significant portion, 24.5%, remain neutral, indicating a segment of employees with mixed feelings or a lack of strong opinion about the grievance handling process. Importantly, there are no respondents who are dissatisfied or very

dissatisfied, suggesting a high level of overall satisfaction and effectiveness in managing grievances within the organization. This positive perception underscores effective organizational policies and practices that contribute to employee satisfaction and well-being.

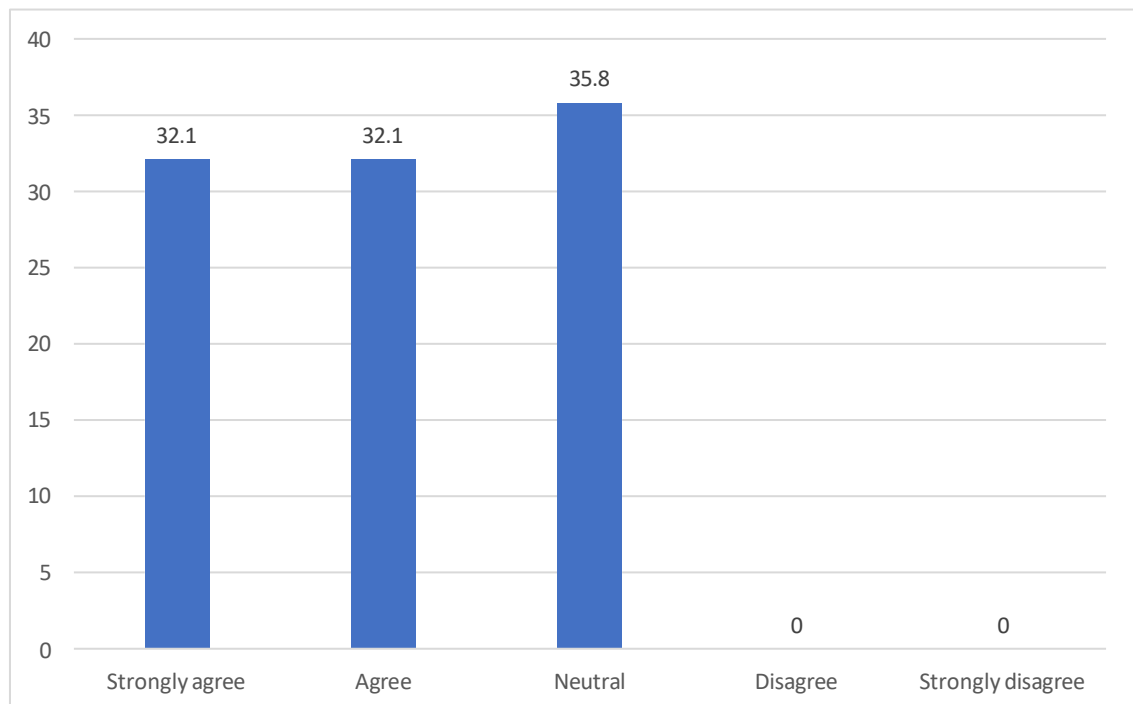
### 3.17 Comfortable to voice concerns or grievances to management

**Table 3.17** table showing whether respondent feel comfortable voicing their concerns or grievances to management

Category	Frequency	Percentage
Strongly agree	34	32.1
Agree	34	32.1
Neutral	38	35.8
Disagree	0	0
Strongly disagree	0	0
<b>total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.17** figure showing whether respondent feel comfortable voicing their concerns or grievances to management



### Interpretation

The data indicates that a majority of respondents feel comfortable voicing their concerns or grievances to management. Specifically, 32.1% "Strongly agree" and another 32.1% "Agree," totaling 64.2% who feel confident in expressing their concerns. A significant 35.8% are neutral, suggesting that while they may not feel

strongly one way or the other, they do not necessarily feel uncomfortable either. Importantly, there are no respondents who disagree or strongly disagree, indicating a positive perception overall regarding the openness and receptiveness of management towards employee concerns. This indicates a positive organizational culture where employees feel supported and encouraged to communicate openly with management.

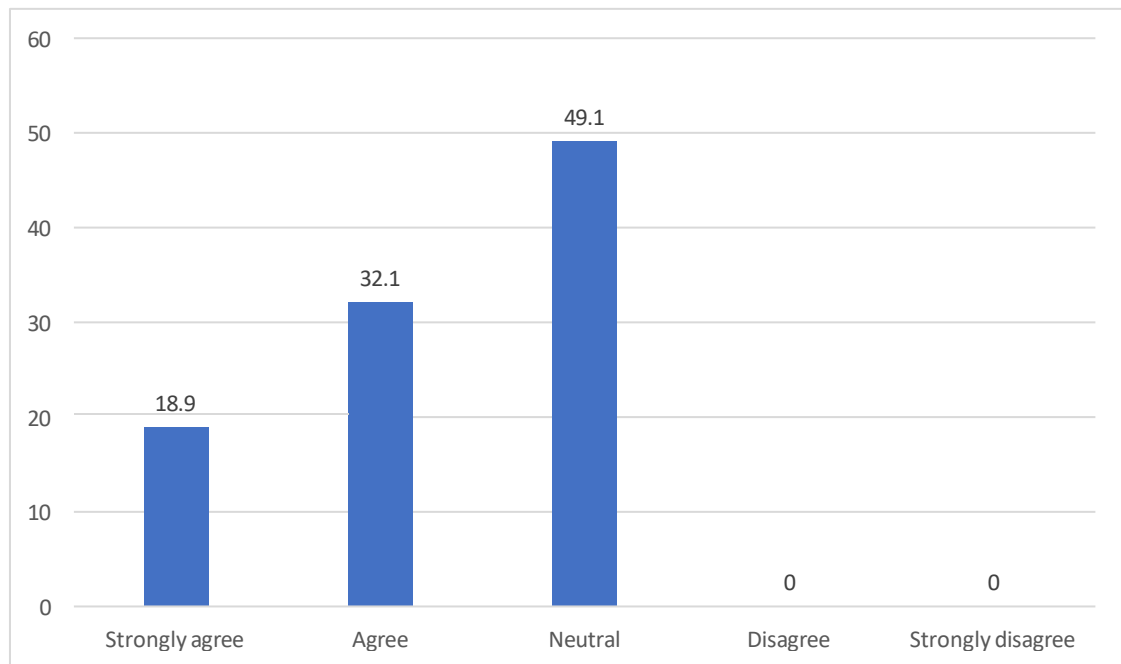
### 3.18 grievance handling mechanism makes employee feel valued & respected

**Table 3.18** table showing whether the grievance handling mechanism makes the employees feel valued and respected

Category	Frequency	Percentage
Strongly agree	20	18.9
Agree	34	32.1
Neutral	52	49.1
Disagree	0	0
Strongly disagree	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.18** figure showing whether the grievance handling mechanism makes the employees feel valued and respected



### Interpretation

The data indicates that a significant number of respondents feel that the grievance handling mechanism makes them feel valued and respected to some extent. Specifically, 18.9% "Strongly agree" and 32.1% "Agree," totaling 51% who perceive the mechanism positively. A substantial 49.1% are neutral, indicating a significant number who may have mixed feelings or are unsure about whether the mechanism contributes to their sense of value and respect.



Importantly, there are no respondents who disagree or strongly disagree, suggesting that the mechanism generally succeeds in fostering a positive perception of employee value and respect within the organization. However, efforts to engage neutral respondents could further strengthen employee confidence in the grievance handling process.

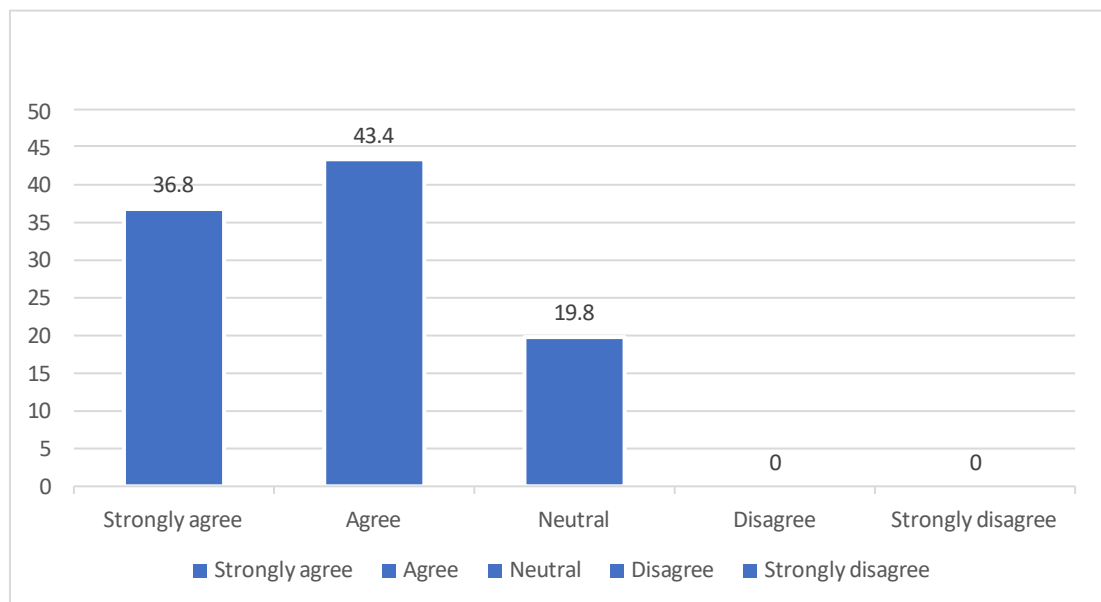
### 3.19 grievance handling has resulted into increased employee cooperation

**Table 3.19** table showing whether the grievance handling has resulted in to employee cooperation or team work

Category	Frequency	Percentage
Strongly agree	39	36.8 %
Agree	46	43.4 %
Neutral	21	19.8 %
Disagree	0	0 %
Strongly disagree	0	0%
<b>total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.19** figure shows whether the grievance handling has resulted in to employee cooperation



### Interpretation

the study outcomes on figure 3.19 above indicates that 36.8% respondents strongly agrees that the grievance handling has resulted in to employee cooperation. 43.4%

agree with the statement. 19.8% respondents have a neutral opinion. None disagreed or strongly disagreed. This says that the majority of respondents are in agreement with the statement, with a significant portion expressing strong agreement. There is also a notable minority who are neutral, indicating some variability in opinions among participants. However, there is no apparent disagreement or strong disagreement among the respondents.

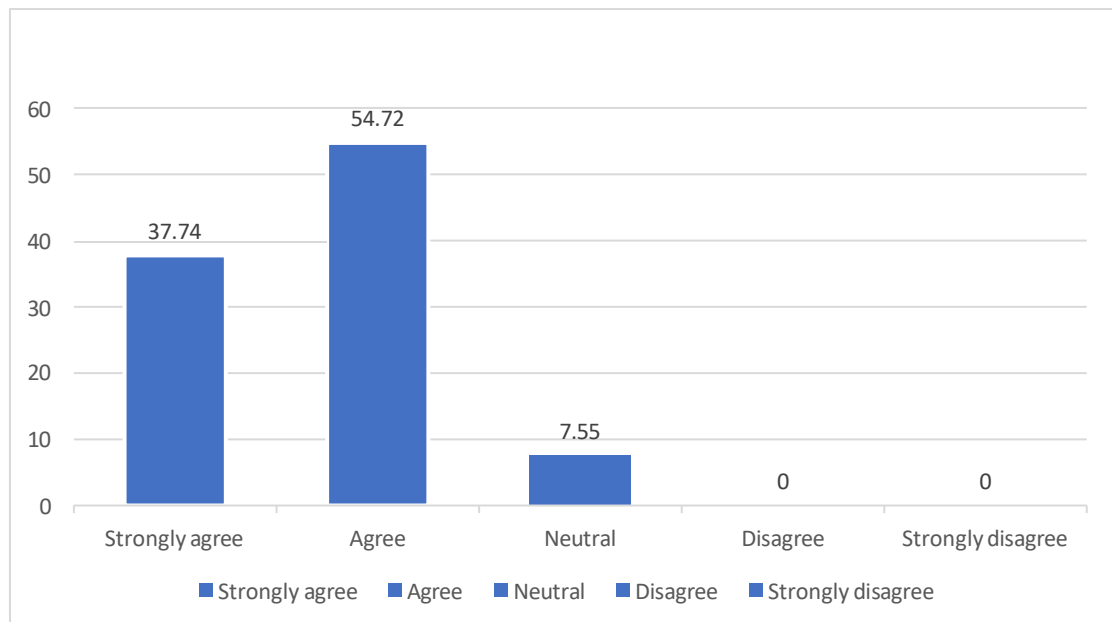
### 3.20 Grievance handling mechanism helps to create positive work environment

**Table 3.20** table showing whether the grievance handling mechanism helps to create a positive work environment for employees

Category	Frequency	Percentage
Strongly agree	40	37.74
Agree	58	54.72
Neutral	8	7.55
Disagree	0	0
Strongly disagree	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.20** figure showing whether grievance handling mechanism helps to create positive work environment



#### Interpretation

the study outcomes on figure 3.20 above indicates that 37.74% of the respondents strongly agree that grievance handling mechanism helps to create positive work environment. 54.72% of them agreed to the statement suggesting widespread

acknowledgment of the positive impact of the grievance handling mechanism on the work environment. A small minority of respondents, for about 7.55%, are neutral, neither strongly agreeing nor disagreeing with the statement. None of the respondents disagreed or strongly disagreed with the statement.

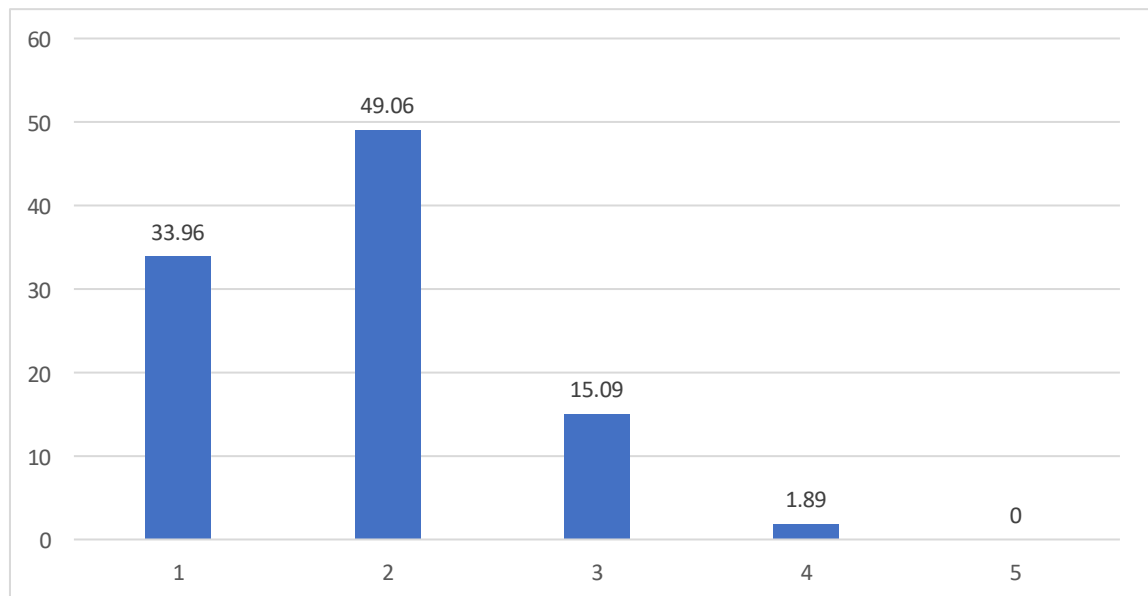
### 3.21 The grievance handling mechanism encourages open communication

**Table 3.21** table showing whether the grievance handling mechanism encourages open communication within the organization

Category	Frequency	Percentage
Strongly agree	36	33.96
Agree	52	49.06
Neutral	16	15.09
Disagree	2	1.89
Strongly disagree	0	0
<b>Total</b>	<b>106</b>	<b>100</b>

(Source: Primary Data)

**Figure 3.21** figure showing whether the grievance handling mechanism encourages open communication



#### Interpretation

The figure 3.21 indicates a strong endorsement of the grievance handling mechanism's role in fostering open communication within the organization. A significant majority of respondents, comprising 84% (36% strongly agree, 48% agree), view the mechanism positively. The 15% who are neutral may indicate a segment with mixed opinions or lack of direct experience. Conversely, a minimal 2%

of respondents disagreed with the mechanism's effectiveness. Notably, no respondents strongly disagreed, suggesting widespread satisfaction or acceptance of its function in facilitating transparent communication and resolving issues. Overall, the data suggests that the grievance handling mechanism is perceived favorably as a means to encourage open dialogue and address concerns effectively within the organization.

**Objective 3: To determine whether the grievance handling mechanism is influencing the employee satisfaction.**

**Table 3.22** shows the whether the grievance handling system is influencing the employee satisfaction

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.920 <sup>a</sup>	0.847	0.845	0.28181

**Interpretation**

The model summary provides key statistics about the regression analysis conducted. The correlation coefficient (R) is 0.920, indicating a strong positive relationship between the independent variable and the dependent variable. The R Square value of 0.847 suggests that approximately 84.7% of the variability in the dependent variable can be explained by the independent variable in the model. The Adjusted R Square, which accounts for the number of predictors in the model and provides a more accurate estimate, is slightly lower at 0.845, but still indicates a strong explanatory power. The standard error of the estimate, 0.28181, measures the average distance that the observed values fall from the regression line, indicating the precision of the model's predictions. Overall, these statistics suggest that the model is highly effective in explaining the variability in the dependent variable based on the given independent variable.



**CHAPTER IV**  
**FINDINGS, RECOMMENTATIONS AND SUMMARY**

## 4.1 FINDINGS

- The data reveals that the majority of respondents are female, making up more than half of the total.
- It indicates that most respondents fall within the 25-34 age group.
- The data shows that one event stands out significantly, accounting for nearly all responses, indicating a pronounced frequency disparity.
- Most of the respondents (83%) agree that the grievance handling mechanism contributes to their overall job satisfaction.
- The majority of respondents (84%) consider the grievance handling mechanism effective.
- The data reveals that an overwhelming majority of respondents (96%) are satisfied with their jobs, reflecting a highly positive sentiment.
- Most of the respondents are satisfied with the support they receive from colleagues, underscoring positive relationships in the workplace.
- The data indicates that most respondents feel their feedback is valued by the company.
- A significant number (79%) of respondents believe that grievances are resolved appropriately by the company.
- The majority of respondents are satisfied with the training and development opportunities provided by the company, indicating a positive perception of professional growth opportunities.
- Most respondents find their workload manageable.
- The majority of respondents (75%) are satisfied with the communication about changes or updates in workplace procedures, reflecting effective communication practices within the organization.
- The data reveals that an overwhelming majority of respondents (95%) believe their individual work contributes to the success of the company, demonstrating a high level of engagement and alignment with organizational goals.
- Most of the respondents (76%) are satisfied with the grievance handling mechanism, indicating effective management of employee concerns and grievances.

- The data indicates that the majority of respondents feel comfortable voicing their concerns or grievances to management, indicating a supportive organizational culture.
- Many respondents (52%) feel that the grievance handling mechanism makes them feel valued and respected within the organization, contributing positively to employee morale.
- Most of the respondents agree that the grievance handling mechanism enhances employee cooperation, highlighting its role in fostering teamwork and collaboration.
- The majority of respondents (92%) agree that the grievance handling mechanism helps create a positive work environment, emphasizing its impact on workplace culture.
- Many respondents view the grievance handling mechanism positively for facilitating open communication within the organization, promoting transparency and issue resolution.

## **4.2 RECOMMENDATION**

- Grievance boxes can be kept at various departments and in recognized key places of the organization. This helps the employees to express their grievance easily and the fear of complaining openly can be avoided.
- The management should explain the redressal procedure to all employees in an organization.
- Hold regular meetings to discuss concerns and updates.
- Supervisor should be trained well where the grievances could be solved quickly which will help in avoiding the references of grievance to higher authority.
- The settlement of the grievance should be prompt as it shows the commitment.
- Continue offering development plans, mentorship programs, and skills workshops and also maintain team-building activities and peer recognition programs.

### **4.3 SUMMARY**

The project was conducted at Mercelys Ice Creams Ltd, Perumbavoor, focusing on the "Influence of Grievance Handling Mechanism on Employee Satisfaction with reference to Mercelys Ice Creams and Treesa's Food Crafts Pvt Ltd, Perumbavoor." This study utilized primary data sources for its analysis, ensuring direct insights from the employees involved.

In the first chapter, the study begins with an introduction that sets the stage for the research. It outlines the objectives, which include understanding the impact of the grievance handling mechanism on employee satisfaction and identifying areas for improvement. The chapter also details the research methodology, explaining the processes and techniques used to gather and analyze data. The scope of the study is defined, highlighting the relevance and boundaries of the research. Additionally, this chapter provides an industry profile, offering a broad overview of the ice cream industry, and a company profile, giving specific details about Mercelys Ice Creams Ltd and Treesa's Food Crafts Pvt Ltd.

The second chapter presents a comprehensive review of the literature. This section examines previous studies related to grievance handling mechanisms, supporting the current research topic with established theories and findings. The chapter delves into various theories of grievance handling, providing a theoretical framework for understanding how these mechanisms can influence employee satisfaction.

In the third chapter, the focus shifts to data analysis and interpretation. The primary data collected from employees is analyzed using the percentage method, allowing for clear and quantifiable insights into employee perceptions and satisfaction levels. This analysis is crucial for understanding the extent to which the grievance handling mechanism affects employee satisfaction and identifying specific areas where the organization excels or needs improvement.

The fourth chapter summarizes the research, highlighting the key findings and providing actionable recommendations based on the analysis. This chapter is essential for presenting the overall conclusions of the study and suggesting ways to enhance the grievance handling mechanism to further improve employee satisfaction.

One of the key findings of the project is that most employees are aware of the grievance redressal mechanism in place. This awareness is a critical first step in ensuring that employees feel comfortable and supported when raising concerns. The data indicates that employees are generally satisfied with the grievance handling mechanism, suggesting that the processes in place are effective in addressing their issues and concerns.

Moreover, the study reveals that the grievance handling mechanism plays a significant role in influencing overall job satisfaction. Employees who feel their grievances are handled fairly and promptly are more likely to be satisfied with their jobs. This finding underscores the importance of having a robust and transparent grievance handling process.

The project also highlights the positive relationship between effective grievance handling and employee morale. When employees believe their concerns are taken seriously and addressed appropriately, they are more likely to feel valued and respected. This, in turn, can lead to higher levels of motivation and engagement in their work. Furthermore, the research suggests that a well-functioning grievance handling mechanism can enhance teamwork and cooperation among employees. By resolving conflicts and grievances effectively, the organization can foster a more harmonious and collaborative work environment.

Another significant finding is the role of grievance handling in creating a positive organizational culture. When employees feel that their voices are heard and their concerns are addressed, it contributes to a culture of openness and trust. This positive work environment can lead to increased employee retention and loyalty.

The suggestions provided in the study are based on these findings. They include ways for improving communication about the grievance handling process, ensuring timely and fair resolution of grievances, and providing regular training for managers and supervisors on effective grievance handling techniques. Overall, the project emphasizes the critical role of grievance handling mechanisms in promoting employee satisfaction and creating a supportive and positive work environment. By continuously improving these mechanisms, Mercelys Ice Creams Ltd and Treesa's Food Crafts Pvt Ltd can enhance their employees' job satisfaction and overall organizational performance.

### **4.3.1 Grievance handling Mechanism**

The study findings revealed that the organization has established a prompt and effective grievance handling mechanism; organization grievance procedure is based on step ladder policy that involves formal complaint which is presented to immediate supervisor, then the departmental head, joint grievance committees, chief executive and voluntary arbitration. The study also found that the organization grievance handling mechanism has provided employees an avenue to present their problems; enabled employees and management to solve grievances systematically in a swift manner. It provided a peaceful way that ease pressure, worries of workers; settle disputes at work without strike. In addition, the study established that the grievance handling mechanism has improved workers views of fairness and the organization has enabled workers to gradually help in making of decisions.

### **4.3.2 Influence of Grievance handling mechanism on Employee Satisfaction**

The study revealed that grievance handling influences employees satisfaction as it has promoted and maintained employee morale ensuring higher productivity; facilitated increased work related information sharing in the organization resulting in improved performance; improved employees morale in the organization enabling them to enhance their performance; resulted into increased employees cooperation/team work, enabling them to work well together, accept responsibility, treat each other with respect and work to resolve conflicts hence promoting their performance and satisfaction.

In addition, the study results established that grievance handling has enhanced employees' commitment to the organization as evidenced by their coming in on time, accepting responsibility, making suggestions for improvements and focusing on the achievement of organizational goals; facilitated increase in employees' creativity as evidenced by the innovative practices and process developed and used by employees which has resulted in improved employees' satisfaction.

Furthermore, the study findings show that grievance handling has enabled employees to adhere to the organization policies and practices hence ensuring employee goals are in accordance with those of the company; resulted in increased competency in the

manner in which employees perform assigned jobs completing work on time with minimal errors ensuring improved performance; and has facilitated reduction in employee's turnover and absences enabling improvement in their satisfaction as well as performance.

#### **4.4 Conclusion**

Grievance handling significantly impacts employee satisfaction. Effective grievance handling mechanisms help maintain higher satisfaction levels among employees. They promote better communication and information sharing within the organization, leading to a more informed and content workforce. When grievances are addressed promptly and fairly, employees feel valued and respected, which boosts their morale. This also fosters a culture of cooperation and mutual respect, enabling employees to work well together and resolve conflicts smoothly, further enhancing their satisfaction.

The study shows that most employees are happy with the grievance handling mechanism, although the organization still faces some grievance-related issues. Recognizing the importance of employee satisfaction and retention, the company is committed to addressing these issues. Continuous improvements are needed to ensure all employees are fully satisfied with the grievance handling process.

Let me conclude this with the satisfaction of having done a project well, enjoying each step of it and thanking each and everybody, for giving me all the facilities for such a unique experience.

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## APPENDICES

### QUESTIONNAIRE

Thank you for participating in this survey. Your responses will help us understand the effectiveness of grievance handling mechanisms on employee satisfaction within our organization. Please answer the following questions honestly and to the best of your ability.

1. Name: \_\_\_\_\_
2. Age:
  - Under 25
  - 25-34
  - 35-44
  - 45-54
  - 55 and above
3. Gender:
  - Male
  - Female
  - Other
4. Are you aware of the grievance handling procedures of the organization?
  - Yes
  - No
5. The presence of a grievance handling mechanism contributes to my overall job satisfaction.
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
6. How would you rate the effectiveness of the grievance handling mechanism in addressing employee concerns?
  - Very Effective
  - Effective
  - Neutral
  - Ineffective
  - Very Ineffective
7. How satisfied are you with the overall work environment?
  - Very Satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very Dissatisfied

8. How satisfied are you with the ease of submitting a grievance or complaint?
  - Very Satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very Dissatisfied
  
9. How satisfied are you with the support you receive from your colleagues?
  - Very Satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very Dissatisfied
  
10. Do you feel the company listens to and considers feedback from employees?
  - Yes, Always
  - Yes, Sometimes
  - No, Rarely
  - No, Never
  
11. Do you think the company takes appropriate actions to resolve grievances?
  - Yes, Always
  - Yes, Sometimes
  - No, Rarely
  - No, Never
  
12. How satisfied are you with the training and development opportunities provided by the company?
  - Very Satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very Dissatisfied
  
13. Do you feel that your workload is manageable?
  - Yes, Very Manageable
  - Yes, Somewhat Manageable
  - Neutral
  - No, Somewhat Unmanageable
  - No, Very Unmanageable
  
14. How satisfied are you with the communication about changes or updates in workplace procedures?
  - Very Satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very Dissatisfied

15. Do you feel that your work contributes to the success of Mercelys?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

16. Overall, how satisfied are you with the grievance handling mechanism in our organization?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

17. a well-designed grievance handling mechanism and its effective management and implementation has an influence on employee satisfaction .and it influences satisfaction in the following way:

	STATEMENT	Strongly agree	agree	neutral	disagree	Strongly disagree
A	I feel comfortable voicing my concerns or grievances to management.					
B	The grievance handling mechanism makes me feel valued and respected as an employee.					
C	The presence of a grievance handling mechanism contributes to my overall job satisfaction.					
D	The grievance handling mechanism helps to create a positive work environment.					
E	The grievance handling mechanism encourages open communication within the organization.					