

“Influence of Grievance Handling Mechanism on Employee work performance with reference to Kerala Feeds Ltd.”

PROJECT REPORT

Submitted in partial fulfilment of the requirement for the award Degree
MASTER OF BUSINESS ADMINISTRATION



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BONAFIDE CERTIFICATE

Certified that this project report “**Influence of Grievance Handling Mechanism on Employee work performance with reference to Kerala Feeds Ltd.**” is the Bonafide work of “Ms. DONA JOSE (YPAUMBA027)” who carried out the project work.

Place: Pongam, Thrissur

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DECLARATION

I, Dona Jose, hereby declare that the Project Report entitled “**Influence of Grievance Handling Mechanism on Employee work performance with reference to Kerala Feeds Ltd.**” 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 Asst. Prof. Mrs. Jis Jose 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.

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CHAPTER-1
INTRODUCTION

1.1 INTRODUCTION

In the present-day social context, especially in democratic systems, it is accepted that employees should be able to express their dissatisfaction, whether it be a minor irritation, a serious problem, or a difference of opinion with the superior over terms and conditions of employment.

In their working lives, employees occasionally have a cause to be uncomfortable, disappointed or aggrieved either about certain managerial decisions, practices or service conditions. If the dissatisfaction of the employees goes unattended or the conditions causing it are not corrected, the irritation is likely to increase and lead to unfavourable attitudes towards the management and unhealthy relations in the organization.

Putting forward grievances and discussing, even if they are not ultimately settled in the employee's favour, gives a worker the satisfaction of having communicated with, and been heard by the management. The grievance procedure is one of the more important means available to the employees to express their dissatisfaction. It is also a means available to management to keep a check on relevant diagnostic data on the state of the organization's health.

It is therefore essential for the management to allow individual employees to express dissatisfaction concerning their jobs or working conditions to an immediate superior. Is each grievance seen as battle to be won, or is a problem-solving atmosphere cultivated? Only when an atmosphere of give and take prevails-making possible a compromise solution-will the grievance machinery be of value.

Employee grievance has been defined as a way of expressing an employee's dissatisfaction regarding work and workplace shown by the employee to his or her immediate supervisor. In addition, employee grievance has been defined as the process which involves an employee's attempt to show that she or he has been mistreated based on actions or decisions made by the manager.

A grievance is also referred to as any discontent or feeling of unfairness and in the workplace, it should be pertaining to work. The roots of a grievance can be real or imaginary. For instance, grievances based on real or actual activities and events may include receiving information and data that are inaccurate or when employees are unhappy when there is a wage cut. The roots of grievances can also be imaginary, for example, a supervisor may feel the need

to closely monitor an employee with weak work performance. If the supervisor fails to communicate his intention, the employee may perceive the supervisor's conduct as intrusive and overbearing. On the other hand, the other colleagues may perceive that the supervisor is exercising favouritism and being unfair. Such grievances are based on false perceptions and assumptions.

Inadequate job performance or a decline in productivity or changes resulting out of job disturbances requires some type of grievances handling procedures. As the job become more complex the importance of the employee development also increases. In a rapidly changing society, grievances handling of employees in the organization is not only 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.

This project entitled "Influence on Grievance Handling Mechanism on Employee work performance with respect to Kerala Feeds Ltd", is worthwhile since it is the one of the key factors of the organization success. By this study one can understand how the grievances is handled in the organization and also understand the influence on the employee work performance in the organization.

Every workplace experience dispute from time to time, and how they are handled is crucial to preserving a positive and effective work environment. The success of grievance management depends largely on how well issues are resolved. In the modern world, it is quite important. There are numerous businesses nowadays who claim that their human resources are Human Capital, not human resources, is their most valuable asset. Consequently, these claims are to be verified to see whether it's true. This can be done by tracking the speed at which employee issues are resolved and solved. If it is completed more quickly, it might be inferred that there is substantial amount of employee concern in the organisation. Employee complaints are related to the contract, work rule or regulation, policy or procedure, health, and other issues. and safety regulations, previous behaviour, unilaterally changing cultural norms, individual victimisation, pay, bonus, etc. Here, the management's approach to comprehending and resolving the issues of the workforce was A culture of high performance is more likely to be maintained when difficulties are resolved amicably. Managers need to learn about the significance of the grievance procedure and its function in keeping good relations with the union. Effective complaint Maintaining good employee relations and running a fair, successful,

and productive business require handling. workplace. Both parties must cooperate and make an effort to make positive labour relations a two -way street.

1.2 STATEMENT OF THE PROBLEM

When staff grievance in the organization is not addressed and resolved or handled properly will lead to creating ineffective work force and inefficiency on productivity. Lack of proper respond on staff grievance ultimately result for union strike and can lead for organization close. It is one of the main reasons of high employee turnover. The problem to be addressed is to assess the Grievance handling followed by Kerala Feeds Ltd to solve the grievances of the employees.

1.3 OBJECTIVES OF STUDY

1. To know how the grievance is handled in the organization.
2. To study the impact on grievance handling on employee work performance.
3. To know the level of satisfaction towards the grievance handling procedure of the organization.

1.4 RESEARCH DESIGN

Research design is the specification of the method and procedure for acquiring the information needed 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 Grievance Handling mechanism at Kerala Feeds Ltd and its effect on Employee work performance.

1.5 SOURCES OF DATA

The two sources of data collection are namely primary & secondary.

Primary Data

- Primary data are fresh data collected through survey from the employee's using questionnaire.

Secondary Data

- Secondary data are collected from internet, journals and company websites.

1.6 SAMPLE SIZE

Sample size of 100 employees who are working in the Kerala Feeds Ltd, were selected for this project.

1.7 SAMPLE METHOD

The sampling method used for the study is convenient sampling.

1.8 DURATION OF THE STUDY

The study was conducted within a time frame of 57 days starting from July 14 to September 8.

1.9 VARIABLES OF THE STUDY

- Management policies
- Personal factors
- Job satisfaction
- Self awareness
- Performance appraisal
- Employee-employer relationship
- Participation in decision making
- Follow up
- Motivation
- Stress
- Productivity
- Attitude
- Discrepancy

1.10 TOOLS FOR DATA COLLECTION

Data was collected using Questionnaire. A questionnaire consists of a number of questions involves both specific and general question related to Grievance Handling mechanism and its influence on employee work performance.

1.11 TOOLS FOR DATA ANALYSIS

The collected data has been analysed by adopting appropriate statistical tool of analysis which is the:

- **Percentage method**

Percentage method was used for data analysis. The formula used is:

$$\text{Percentage of Respondent} = \frac{\text{No. of Respondent}}{\text{Total no. of respondent}} \times 100$$

1.12 TOOLS USED FOR THE PRESENTATION OF DATA

Tables, graphs and charts were used for presentation of data.

- **Pie chart:**

A pie chart displays data, information, statistics in an easy-to-read pie slice format with varying slice sizes telling you how much of one data element exists. The bigger the slice, the more of that particular data was gathered.

- **Bar graph:**

A bar graph is a mathematical representation of data. A bar graph is a chart that uses bars to show comparisons between categories of data, there are two types of bar graph they are vertical and horizontal graph.

1.13 SCOPE OF THE STUDY

Regardless of the type of organization the rates in Grievance relation to job satisfaction survey plays an important role as they an orderly channel of finding out the state of mind of employees towards grievance, which has high impact on the individual's productivity as well as the growth and success of organizations. Therefore, the focus on present survey is to measure the effectiveness of grievance of employees and its influence on Employee work performance at Kerala Feeds Ltd. This consecutively will be helpful in adopting ideas to reduce the rate of grievance and how to increase the level of job satisfaction.

1.14 CHAPTERIZATION

Chapter 1: Introduction

Chapter 2: Review of Literature

Chapter 3: Theoretical Framework of Grievance Handling Mechanism and Company profile

Chapter 4: Data analysis and interpretation

Chapter 5: Summary of findings, conclusion and suggestions

Appendix

Bibliography

1.14 LIMITATIONS

- Since information was collected from 100 participants and the rest of them did not respond or otherwise biased, the study is basically qualitative in nature and not quantitative.
- As the selection of participants had been done on the basis of random sampling, the limitation of sampling technique would obviously apply.
- Some employees were not giving the proper response.
- The respondents may not have expressed their strong negative feelings about the organization.
- As the working hours of employees were scheduled in different shifts, it was difficult to contact them and get the information.

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

CHAPTER - 2

REVIEW OF LITERATURE

REVIEW OF LITERATURE

Review of literature is the inevitable characteristics of every research. For an academic support studying previous literature of the topic which has been selected for this project is important. In this literature review it has been included 20 reviews done by researchers.

Dr.V.Mohana Sundaram, N.Saranya, (2013)

In this article “Employee Grievance” Organizations are made up of people and functions through people without people organization cannot exist. The resource of men, money, materials and machinery are collected, coordinated and utilized through people in the organization. It is through the combined efforts of people that materials and monetary resources are effectively utilized for the attainment of common objectives and goals without united human efforts no organization can achieve its goals.

Zulkiffee Bin Daud, Khulida Kirana Yahya, (2012)

In this research paper “The Influence of Heads of Department Personalities on the Selection of Grievance Handling Styles” Grievance management is an important topic in the area of industrial relations. Research on grievance management is burgeoning, and yet the understanding of its antecedents and consequences remains rather unclear. This research discusses the styles in handling grievances among heads of department at a telecommunication headquarters and branches located in Peninsular Malaysia and the determinant of personalities in selecting the appropriate styles.

Sonika Sharma, Niti Sharma, (2011)

In this research paper entitled “Listening Skills: A Prerequisite for Grievance Handling” The ability to be an active listener is too often taken for granted. HR professionals play pivotal role in the organization. They inject a feeling of confidence and belief among the staff members by listening and solving their issues and concerns. Employee grievances are essentially human problems, real or imaginary.

Flight (2008)

Flight was another method of dispute resolution that was commonly used. This occurred by avoiding an issue or transferring away from a problem. Intervention was the third method of dispute management that is typically used. In this method, employees requested that their line manager intervened directly and managed their dispute for them. However, the involvement of a third person in the management of the dispute could add to the problem.

Lawrence Nurse, Dwayne Devenish, (2007)

In his working paper entitled “Grievance Management and its Links to Workplace Justice” The purpose of this paper is to explore the influence of workers' demographic characteristics on their perceptions of procedural justice from grievance management. A related aim is to determine whether procedural justice perceptions have an impact on perceptions of distributive justice.

Holt and Devore (2006)

He argued that approaches or styles used in managing employee’s grievances greatly impact on the way they relate to one another in a particular organization.

McGrane *et al* (2005)

McGrane *et al* have accomplished a study on one-to-one dispute resolution. The target population for the study included individual employees in the British Isles who worked in small office contexts. A total of 31 male and 57 female employees of managerial and non-managerial levels were recruited as respondents to this study. In terms of methodology the study used exploratory research design in collecting data for the study. In establishing one-to-one dispute resolution, McGrane and his colleagues have found that three methods of dispute management that was often used by managers and their employees. The methods were fight, flight and intervention. According to the study, fighting style focused on identifying a winner and a loser. This often took the form of an employee invoking an organization’s formal grievance procedure in which a dispute was investigated with high costs to all involved.

Rose, (2004)

In resolving grievances, aggrieved employees will file their dissatisfaction through grievance procedure and their immediate managers or supervisors are responsible to take action within period given. This procedure is important to deny the construction of employees' dispute.

Hoffman (2003)

The creation of the grievance procedures began through the various conceptualizations of the people and their access in resolutions. The comparison of the female and male employees has difference means of grievance procedure. Mostly, women are anticipated in seeking justice but are lacked in the access in networks that are necessary towards the resolution. Meanwhile, the men are hesitant to embrace the formality of the grievance procedures for they were reluctant to damage their relationships with other people.

C B Mamoria (2002)

C B Mamoria state the alteration between dissatisfaction, grievance and complaint. Discontent raises when an individual is not cheerful in his job and when the organization does not identify the individual goals. This dissatisfaction leads to grievances when an individual discusses it with an additional employee in the organization. When the dissatisfaction associated to the work is brought to the announcement of the management, complaint becomes a grievance.

Ivancevich (2001)

Ivancevich mentioned the writings that "supervisor should take grievance exceptionally, gather all the facts which is related to grievance then do investigation and give answer. After the grievance is commonly settled, the managers have to move on to the added matters".

Jackson, Tricia (2000)

Legislation now compels employers to refer grievance procedures statement of terms and conditions. They must also grant employees the right of accompaniment to certain hearings. There are recognized steps in handling the grievance which can be also applied in the process

of the organizations. Firstly, and maybe the most important, is to let the person or the people stand up and speak on what are the things they believed is wrong.

Rahul and Deepati (1999)

They coded that third party normally was not familiar and lack of knowledge on issue raised by aggrieved employee. The study recommended that problems between an employee and his or her supervisor should not involve a third person who does not have a deeper understanding of the major cause of problem raised by the aggrieved employee. This study is linked to the present study because it unveils the differences between the various styles or approaches used in managing employee grievances.

Tjosvold and Morishima (1998)

A study conducted by Tjosvold and Morishima on the behaviour and perceptions of individuals on grievance resolution outcomes. In terms of methodology the study used exploratory research design in collecting data for the study. The study found that managers used competitive and cooperative styles to manage their employees' grievances. According to the study, competitive approach to managing employees' grievances involved opposing and intransigent aspirations which aimed to promote a political agenda. On the other hand, cooperative style in managing grievances generated flexible and open-minded discussion between the managers and employees.

Karambayya and Brett (1997)

A study carried out Karambayya and Brett on managing disputes between employees and managers. In terms of methodology, the study used descriptive research design in collecting data for the study. The study discovered that by using the varimax-rotated seven-factor solution, four different roles were determined as manager's behaviours' in managing disputes. The first role was named inquisitorial role. Managers who took an inquisitorial role retained both process and outcome control for them. In this role managers imposed their own idea, made final decision and proposed their own idea.

The second role, according to the study, involved the mediational role. Mediational role enabled managers to ask their employee questions concerning conflicts, requested proposals

from employees and tried to incorporate their ideas into their employees' proposals. The third role represented the role known as procedural marshal. Managers taking this role described the dispute-handling procedures to be followed and strictly enforced those rules. The fourth role was the motivational role. In this role, managers always rely on motivational control by using threats and incentives. If the issue of dispute could not be settled at the meeting, managers will predict probable outcomes and exerted pressure to encourage a timely settlement.

Hook *et al* (1996)

A study conducted by Hook *et al* (1996) on supervisor and manager styles in managing discipline and grievance. This study was included 91 supervisors and managers who were attending a weekend training course in human resource topics. In terms of methodology, three vignettes in terms of grievance situation were distributed the respondents in order to examine styles used in managing grievances. Situations in each vignette were varied in order to identify different solution styles used by respondents for different cases. The study found that "tell", "tell and sell", "tell and listen", "ask and tell", "problem solving" and "ask and listen" were styles used in managing employee discipline and grievance. In this regard, the study discovered that the "telling" style was the style in which all the power was vested in the hands of the supervisors. The "ask and tell" approach was the approach where the subordinates did most of the talking. The "ask and tell" approach was very open and involved the employees having a greater degree of control over the interaction. In the "problem solving" style power and involvement were shared by both parties. In "tell and sell" approach the supervisor informed the employee of the decision that the supervisor has made and would then try to persuade the employee of the correctness of that decision.

Sujeewa (2011) came up with findings that in Sri Lanka the handling practices of grievance that are perceived to be biased and unjust are among the reasons for workers' non-performance.

Labig and Greer (1995)

Labig and Greer (1995) denote that a high number of grievances in a unit or subunit can be indicative of many factors, including both effective and ineffective supervisory performance. Everybody has a right to be heard, and with the open communication, the problem can be easily resolved.

Bean (1994)

Issues of grievances are normally associated with dissatisfaction among employees which related to working procedure, working facilities, confusions on provisions stated in company's policy and the violation of provisions in terms and conditions of employment stated in collective agreement. Settling grievances as near as its origin is important in order to deny the construction of employees' disputes. Therefore, immediate supervisors are responsible to settle the grievance as they are the nearest personnel that represent managerial team.

Chaykowski & Slotsve (1992)

If the issue of dispute could not be hard at the meeting, managers will forecast probable outcomes and utilized pressure to encourage a timely settlement.

Bemmels and Resyef (1991)

Bemmels and Reshef (1991) mentioned that in a specific work group, many grievances are in response to specific behaviours by the supervisors. Hence, this present research has targeted supervisors as unit of analysis. According to Bemmels and Reshef (1991) supervisors' behaviour and personal attitudes may affect their styles in handling grievance through grievance procedure. Thus, this study tends to evaluate the effect of personality on the selection of appropriate grievance handling styles among immediate supervisors.

CHAPTER - 3

**THEORITICAL FRAMEWORK
AND COMPANY PROFILE**

3.1 Meaning and definition of grievance

“Grievance” means a claim by an eligible employee that the employee’s personal employment has been affected by unfavourable employment decisions or conditions due to unfair treatment. A grievance is a formal expression of dissatisfaction about a work situation usually by an individual employee, but it sometimes be initiated by a group of employees or a union acting on their behalf. According to Dale S Beach, “grievance is any dissatisfaction or feeling of injustice in connection with one’s employment situation that is brought to the attention of management”.

In the words of Micheal J Jucious, “Grievance is any discontent or dissatisfaction, whether expressed or not, arising out of anything connected with the company that an employee thinks, believes or even feels, is unfair, unjust or inequitable”.

Rose (2004) defines grievance as any dissatisfaction regarding work and workplace expressed by employee in a formal way to his immediate supervisor. In the same vein, D“Cruz (1999) argues that grievance is a matter raised by employee to show dissatisfaction with management behaviour and is an attempt to effect changes. In addition, the author adds that employee grievance can be viewed as the process which involves an employee’s attempt to show that she or he has suffered or been wronged, sometimes due to actions or decisions made by the manager acting on behalf of the organization.

3.2 Features of Grievance

1. A grievance refers to any form of discontent or dissatisfaction with any aspect of the organization.
2. The dissatisfaction must arise out of employment and not due to personal or family problems.
3. The discontent can arise out of real or imaginary reasons. When employees 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.

4. The discontent may be voiced or unvoiced, but it must find expression in some form. However, discontent per se is not a grievance. Initially, the employee may complain orally or in writing. If this is not looked into promptly, the employee feels a sense of lack of justice. Now, the discontent grows and takes the shape of a grievance.
5. Broadly speaking, thus, a grievance is traceable to be perceived as nonfulfillment of one's expectations from the organization.

3.3 Types of Grievances

A steward can classify grievances according to where they come from and how they arise. We also classify grievances according to who is affected.

3.3.1 Individual Grievances

An individual grievance is a complaint that an action by management has violated the rights of an individual as set out in the collective agreement or law, or by some unfair practice. Examples of this type of grievance include: discipline, demotion, classification disputes, denial of benefits etc. The steward should file the grievance, not the employee on his/her own, as it is in the interest of everyone in the union that the grievance be handled properly. When an individual's rights have been violated and that person refuses to file a grievance, the steward should file the grievance on behalf of the union – especially if the contract specifically permits. In this way, the steward will defend the collective agreement and protect the rights of all employees covered by it. The management's argument that the steward cannot file an individual grievance on behalf of the union is false.

3.3.2 Group Grievances

A group grievance is a complaint by a group of individuals, for example, a department or a shift that has been affected the same way and at the same time by an action taken by management. An example of a group grievance would be where the employer refuses to pay a shift premium to the employees who work on afternoon shift when the contract entitles them

to it. Clearly, they should grieve the matter as a group rather than proceeding by way of individual grievances.

3.3.3 Policy Grievance

A policy grievance is a complaint by the union that an action of management (or its failure or refusal to act) is a violation of the agreement that could affect all who are covered by the agreement. Group grievances are often treated as policy grievances, but strictly speaking, they should be considered separately. A policy grievance normally relates to the interpretation of the contract rather than the complaint of an individual.

However, a policy grievance may arise out of circumstances that could also prompt an individual grievance, insofar as the union claims the action taken by management implies an interpretation of the collective agreement that will work to the detriment of all employees. For example, management assigns a steady dayshift employee to work on an off shift without regard to seniority. The union might grieve in an effort to establish that seniority must be considered in such an assignment, even though the individual involved might have no complaints against the shift change. The point is that the outcome or the precedence of the grievance may have a detrimental effect on the local union at some point in the future and the union must challenge it.

3.3.4 Union Grievance

A union grievance may involve a dispute arising directly between the parties to the collective agreement. For example, the union would grieve on its own behalf if management failed to deduct union dues as specified by the collective agreement. In these cases, the union grievance is one in which the union considered its rights to have been violated, and not just the rights of individuals in the local union.

3.4 Causes of Grievances:

Grievances may occur due to a number of reasons:

1. Economic:

Employees may demand for individual wage adjustments. They may feel that they are paid less when compared to others. For example, late bonus, payments, adjustments to overtime pay, perceived inequalities in treatment, claims for equal pay, and appeals against performance-related pay awards.

2. Work environment:

It may be undesirable or unsatisfactory conditions of work. For example, light, space, heat, or poor physical conditions of workplace, defective tools and equipment, poor quality of material, unfair rules, and lack of recognition.

3. Supervision:

It may be objections to the general methods of supervision related to the attitudes of the supervisor towards the employee such as perceived notions of bias, favouritism, nepotism, caste affiliations and regional feelings.

4. Organizational change:

Any change in the organizational policies can result in grievances. For example, the implementation of revised company policies or new working practices.

5. Employee relations:

Employees are unable to adjust with their colleagues, suffer from feelings of neglect and victimization and become an object of ridicule and humiliation, or other inter- employee disputes.

6. Miscellaneous:

These may be issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leaves, medical facilities, etc.

3.5 Effects of Grievance:

Grievances, if not identified and redressed, may adversely affect workers, managers, and the organization.

The effects are the following:

3.5.1 On the production:

- a. Low quality of production
- b. Low productivity
- c. Increase in the wastage of material, spoilage/leakage of machinery
- d. Increase in the cost of production per unit

3.5.2 On the employees:

- a. Increase in the rate of absenteeism and turnover
- b. Reduction in the level of commitment, sincerity and punctuality
- c. Increase in the incidence of accidents
- d. Reduction in the level of employee morale.

3.5.3 On the managers:

- a. Strained superior-subordinate relations.
- b. Increase in the degree of supervision and control.
- c. Increase in indiscipline cases
- d. Increase in unrest and thereby machinery to maintain industrial peace.

3.6 Forms of Grievances:

There may be three forms of grievances in an organization such as:

1. When an employee is dissatisfied with his employment because of legitimate or genuine reasons such as violation of employment contract by the employers or unfulfilling of any other factual needs. The grievance is regarded as factual.
2. Imaginary: When an employee is dissatisfied with his employment because of a wrong perception, wrong attitude or wrong information, it gives rise to imaginary grievance. Though for such case the management is not liable but still the responsibility to resolve the problem rests with it.
3. Disguised: The dissatisfaction among employees in such case may be due to the reasons that are not known to the employees themselves. This dissatisfaction may be due to the pressure from other directions like family, friends, neighbours etc. The manager himself has to detect such grievances and resolve them through counselling the related employee.

3.7 Certain Do's and Don'ts in handling grievance

3.7.1 Do's

1. Investigate and handle each and every case as though it may eventually result in an arbitration hearing.
2. Talk with the employee about his grievance gives him a good and full hearing.
3. Get the union to identify specific contractual provisions allegedly and violated.
4. Enforce the contractual time limits.
5. Comply with the contractual time limits for the company to handle a grievance.

6. Determine whether all the procedural requirements, as dictated by the agreements have been compiled with.
7. Visit the work area where the grievance arose.
8. Determine if there were any witness.
9. Examine the relevant contract provisions and understand the contract thoroughly.
10. Determine if there has been equal treatment of employees.
11. Fully informed your own superior of grievance matters.
12. Satisfy the union's right to relevant information.

3.7.2 Don'ts

1. Apply the grievance remedy to an improper grievance.
2. Hold back the remedies if the comply is wrong.
3. Give long written grievance answers.
4. Admit the binding effect of part practice.
5. Distinguish the authority to the union.
6. Make mutual consent agreements regarding future actions.
7. Bargain over items not covered by the contract act.
8. Argue grievance issues of the work premises.
9. Settle a grievance when you are in doubt.

10. Support another supervisor in a hopeless case.

11. Agree to informal amendments in the contract.

3.8 Methods of Identifying Grievances

The following methods can help the employer to identify the grievances:

1. Directive observation:

Knowledge of human behaviour is requisite quality of every good manager. From the changed behaviour of employees, he should be able to sniff the causes of grievances. This he can do without its knowledge to the employee. This method will give general pattern of grievances. In addition to normal routine, periodic interviews with the employees, group meetings and collective bargaining are the specific occasions where direct observation can help in unfolding the grievances.

2. Grip boxes:

The boxes (like suggestion boxes) are placed at easily accessible spots to most employees in the organization. The employees can file anonymous complaints about their dissatisfaction in these boxes. Due to anonymity, the fear of managerial action is avoided. Moreover, management's interest is also limited to the free and fair views of employees.

3. Open door policy:

Most democratic by nature, the policy is preached most but practiced very rarely in Indian organizations. But this method will be more useful in absence of an effective grievance procedure, otherwise the organization will do well to have a grievance procedure. Open door policy demands that the employees, even at the lowest rank, should have easy access to the chief executive to get his grievances redressed.

4. Exit interview:

Higher employee turnover is a problem of every organization. Employees leave the organization either due to dissatisfaction or for better prospects. Exit interviews may be conducted to know the reasons for leaving the job. Properly conducted exit interviews can provide significant information about the strengths and weaknesses of the organization and can pave way for further improving the management policies for its labour force.

3.9 Grievance Procedure:

In an organization, employees facing problems must be listened carefully and provided with prompt responses. For this an effective grievance procedure must be followed by the institution. Grievance procedure helps employees to raise their concerns, if any, about their job with the management. The concerns may be related to their working conditions, wages, leaves, promotions etc. There is a specific procedure adopted by every institution. This procedure is made well known to all the employees and they raise their grievances according to that procedure only. Employees can use the procedure freely without any fear.

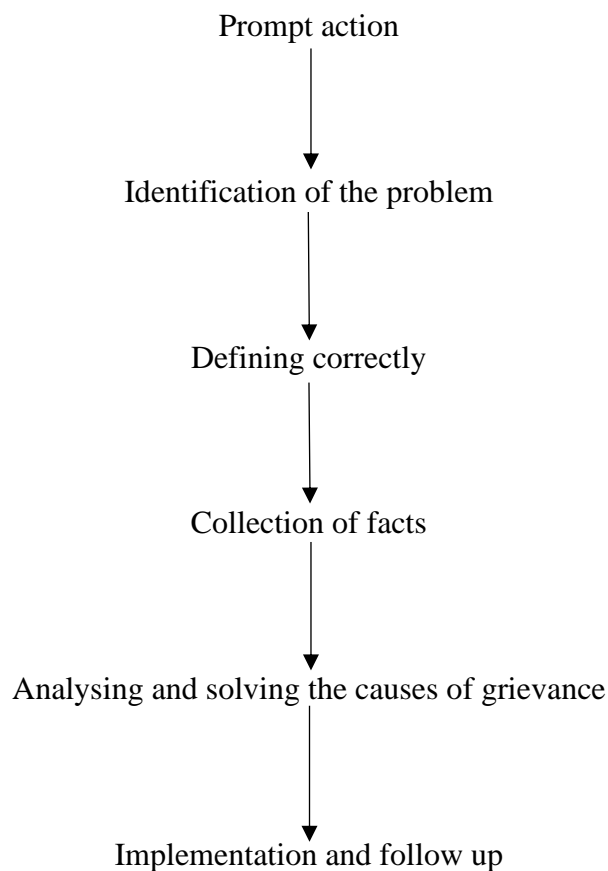
3.10 Need for Grievance Handling Procedure:

1. Grievance procedure helps an organization to identify and the grievance, its nature and its causes.
2. It provides an organization with an established and well-known method of processing grievances.
3. The procedure helps employees to show their feelings to the management. The problems which can't be solved by the first line managers can be easily resolved by it.
4. It helps the management to detect faults in working conditions and take corrective measures for their settlement.
5. It helps in increasing employees' morale and his productivity.

6. It helps in keeping a check on the employers if being biased against the workers, as their actions can be challenged by the employees.
7. It helps the management to know the feelings and opinions of their employees about the rules and regulation of the organization.
8. It provides uniformity in the grievance handling.
9. It helps in solving conflicts and disputes within an organization and thus strengthening good industrial relations.

3.11 Steps followed in Grievance Handling Procedure:

To handle grievance in a systematic manner certain basic steps are followed as:



1. Prompt Actions:

The sooner the problems are solved, the impact would be lesser. So, it's necessary to settle down the problem as soon as it arose. The first line manager must be trained to recognize and solve such problems promptly and properly.

2. Identification of the Problem:

The supervisor has to identify the problem first, as every time the grievance expressed must not be legitimate, it's possible that the grievance expressed by the employees may be imaginary, emotional or vague.

3. Defining Correctly:

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

4. Collection of Facts:

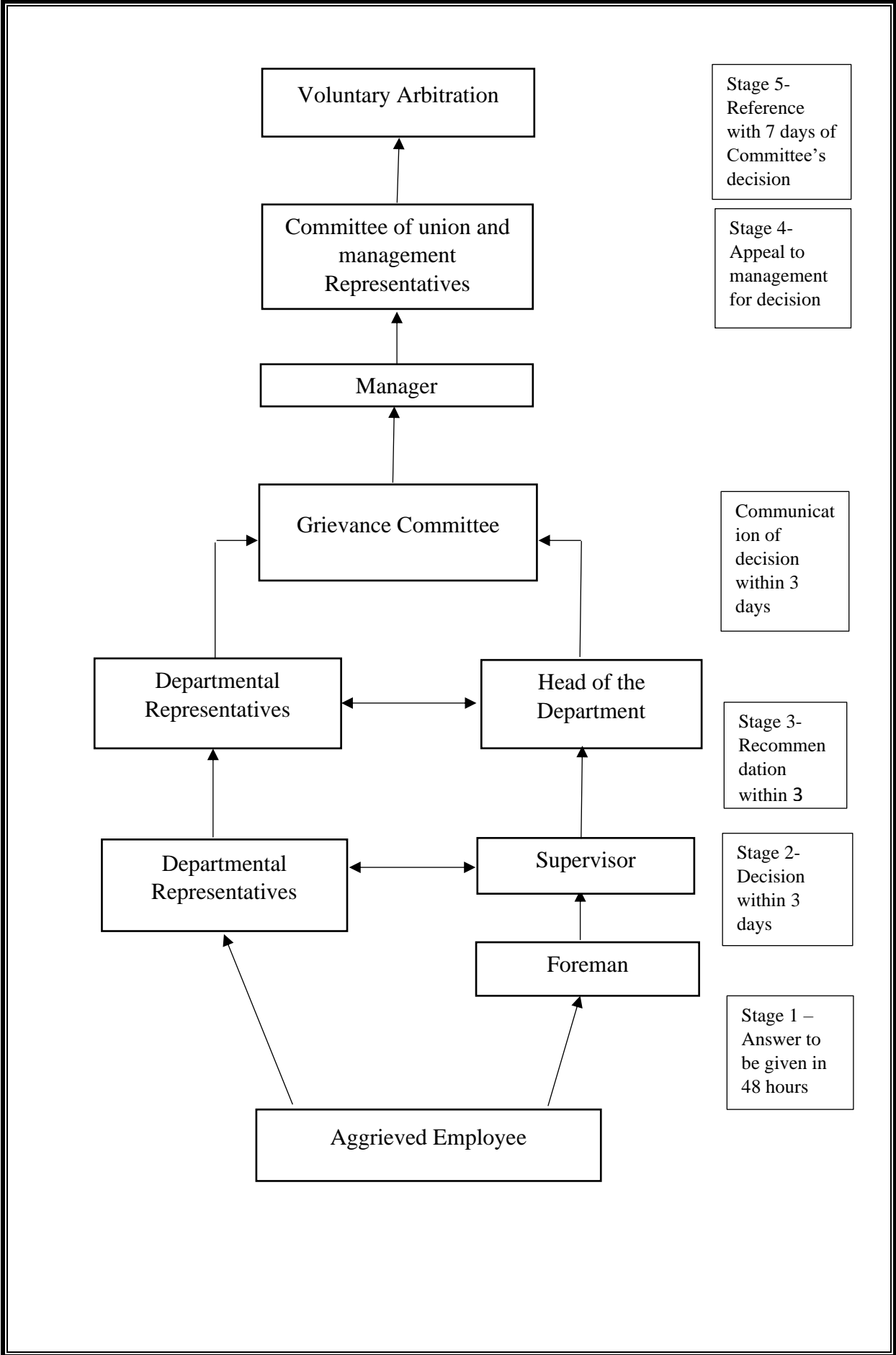
Collection of relevant facts and data from all parties related to grievance is done under this step. The information thus collected is classified as facts, opinions and feelings to avoid distortion of the data.

5. Analysing and solving the cause of Grievance:

After collection of facts, facts are analysed, to find out the real cause of grievance. Once the cause is identified, the alternative solutions to the problem are developed and the best one is selected, to settle the grievance and prevent its reoccurrence.

6. 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.



The model comprises of the five steps as outlined below:

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 forty-eight hours of its presentation to him or her.
2. If the grievant is not satisfied with the answer or does not receive the answer within 48 hours, he or she 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.
3. If the aggrieved employee is still not satisfied with the decision of the departmental head or does not receive within the stipulated period, the employee can approach to the Grievance Committee for the settlement of his or her grievance. The Grievance Committee has to give its recommendations in seven days and report the same to the management. The management must communicate the decision to the grievant within three days.
4. If still employee is not satisfied either with the decision made by die Grievance Committee or does not receive decision from the committee, he or she can make appeal to the management for revision of the decision taken. The management can take a week period for appeal to be considered and the revised decision to inform to the grievant.
5. If the employee is still not satisfied with die management's decision, the grievance is referred to a voluntary arbitration within a week after decision taken by the management at stage.
6. The decision of the arbitrator is final and binding on both the parties, i.e., the management and the union.

3.13 Role of HR manager in grievance handling

1. The procedure may be initiated for all work-related grievance. Following points are noteworthy to HR manager when he deals with the grievances.

2. The existence of the grievance procedure does not remove a manager's or supervisor's obligation to take all reasonable steps to identify and address, as part of their usual responsibilities, practices which may lead to a grievance.
3. Parties are encouraged to resolve grievance at their source or at the lowest level of management necessary for their proper resolution.
4. The principles of natural justice and procedural fairness apply to the resolution of grievances/grievance process.
5. Confidentiality will be respected at all times within the constraints of the need to fully investigate the grievance.
6. Staff, raising a grievance is responsible for participating in the process in good faith. Malicious or false grievances do not meet the good faith criterion.
7. A staff member who raises a grievance in good faith will be protected from detrimental action, including victimization or unfair treatment, to whatever reasonable level necessary.

3.14 Essentials of good grievance procedure

The fundamental principles or essentials of a sound grievance handling are the following:

1. Procedural fairness

The process of grievance handling should be fair and impartial. 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.

2. Substantive fairness

The grievance handler should not assume guilt. They should determine that the complaint is substantiated only after hearing from both/all sides, checking other relevant evidence, and taking into account any mitigating circumstances.

3. Confidentiality

A grievant should be able to raise a complaint and get advice in confidence. A complaint should not be referred elsewhere, formally investigated, or discussed with others without the consent of the grievant. One cannot act on an anonymous grievance. Generally, procedural fairness requires that the respondent knows who has lodged the grievance. There is also the need to ensure confidentiality of records.

4. Timeliness

Delays at any stage of the grievance procedure can result in a denial of procedural fairness. Delays determining the grievance can be critical in any appeal. Delay in addressing issues in a complaint can lead to the worsening of the situation, a continuation of the problem, a worsening of the relationship between the parties involved and increased distress for all parties. Delays can also result in more time being expended in dealing with a grievance once action is taken because the situation has gone up.

5. Record keeping

It is also necessary to keep records about details of allegations, responses and actions. Records can be used for statistical purposes to identify systematic problems. Records can be used for statistical purposes to identify systematic problems. Records can substantiate procedural fairness in the event of an appeal against process or outcome of grievance investigations. If the allegations are complex or serious, record the complaint, the response and the evidence of witnesses and ask the parties to sign.

6. Transparency

There must be sufficient scope for transparency in the effective implementation of policies and procedures. Effective communication must be made to all parties about relevant policies and procedures. It is also advisable to communicate to all parties of the outcome and, where appropriate, the evidence, which was relied upon.

7. Openness, honesty and fair dealing

Fair and accurate reporting if the case is referred to internal units or more senior managers. Fair and accurate reporting particularly where disciplinary action is likely to result.

3.15 Rights and Responsibilities

Grievance policy of organizations aims to provide learning and working environment in which complaints are responded to promptly and with minimum distress and maximum protection to all parties. When a person raises a grievance, it is important they are aware of their following rights and responsibilities.

3.15.1 Rights of Grievant

The following rights are enjoyed by a grievant.

- Have their grievance treated seriously.
- Have the matter dealt with promptly.
- Seek advice, support and representation from their union or other support person.
- Raise concerns with an appropriate staff member and receive advice in confidence.
- Give consent before their complaint is referred to another person or unit.

- Be accompanied by another person on my occasions when the complaint is being discussed: for example, a friend, a colleague, or union representatives.
- Withdraw their complaint and not proceed.

3.15.2 Responsibility of Grievant

The following are the main responsibilities of a person raise a grievance:

- Disclose their identity if they wish action to be taken.
- Put their grievance in writing if it is of a serious nature.
- Participate in the grievance resolution process in good faith.
- Assist the grievance handler in reaching a satisfactory resolution wherever possible.
- Discuss the grievance only with those directly involved in resolving it.
- Avoid complaining about the same matter to several different people at the same time.
- Avoid making mischievous or malicious complaints or counter complaints.
- Recognise the person complaint about also has rights to procedural fairness.

3.16 Grievance handling by HR manager

When dealing with a grievance the HR manager should:

- Ensure that he is familiar with the procedure and apply it correctly.
- Hold any grievance hearing in private without interruptions.

- Where a grievance relates to the person's line manager, ensure that the employee can raise the grievance with someone else.
- Listen carefully to the person's explanation of the problem and consider whether there is a deeper issue which might be the root cause of the grievance.
- Listen to any conflicting points of view.
- Weigh up all the evidence to see whether there is an issue to address.
- Decide what action to take, trying to balance fairness to the person without compromising the business or other workers.
- Inform all concerned parties of your decision and the appeal process.
- Ensure you resolve any problems relating to policies, procedures or conduct where the grievance procedure highlights these.
- Keep the process as confidential as possible.

Deal with the grievances sensitively, particularly where they concern other workers. Develop specific procedures for every sensitive matter involving unfair treatment, e.g., discrimination, bullying or harassment. If a worker raises a separate grievance during a disciplinary hearing, it is a good practice to adjourn the hearing until the grievance is dealt with. By dealing with problems in a fair and reasonable manner, there is a less chance to lose valued and skilled staff through resignation.

3.17 Appeals against Disciplinary/ Grievance decisions

In disciplinary and grievance procedures, there should be provisions for appeals.

A written decision to a worker should note their right to appeal. Any written disciplinary or grievance decision to a worker should note their right to appeal.

The procedures of appeal should:

- Specify time limits for lodging and hearing the appeal.
- Provide (where possible) for an uninvolved manager to hear the appeal.
- State rights to be accompanied by a colleague or trade union official.

In addition, the disciplinary appeal procedure should explain what action might be taken, and the grievance appeal procedure should state that the outcome is final.

3.18 Advantages of having a grievance procedure

- The management can know the employees' feelings and opinions about the company's policies and practices. It can feel the pulse of the employees.
- The company will get a chance to ventilate his feelings. He can let off steam through an official channel.
- It keeps a check on the supervisor attitude and behaviour towards their subordinates.
- Builds good morale, maintains code of discipline.
- Brings uniformity in handling grievances.
- It develops faith of employees.
- Reduces personality conflicts.
- Provides judicial protection to the employees.
- Provides avenues to present problems.

3.19 Benefits of having Grievance procedure:

- The grievance procedure provides a means for identifying practices, procedures, and administrative policies that are causing employee complaints so that changes can be considered.
- They reduce costly employment suits.
- A grievance procedure allows managers to establish a uniform labour policy.
- A grievance system can be a reliable mechanism to learn of, and resolve employee dissatisfaction. It can produce early settlements to disputes or provide for correction of contested employment issues.

3.20 INDUSTRY PROFILE

In this earlier day's commercial production of cattle feed was not an important one. Most of the farmers depended upon the traditional feeds like grass, hay coconut cakes, rice bran etc. but the researchers in this area have shown that the cattle get insufficient nutrition from this. Thus, they initiated the first effort for commercialization of cattle feed is by adding more nutritious ingredients. Indian feed industry is about 50 years old and it primarily consists of cattle feed and poultry feed segments. The major drivers for the growing demand for cattle feed are the factors like shrinkage of open land for cattle grazing, urbanization and resultant shortage of conventionally used cattle feeds, and introduction of high yield cattle requires specialized feeds. Earlier research studies by the present authors based on the feedback from the farmers have revealed the good growth prospects of the branded cattle feed industry, the feed consumption pattern and the relatively high share of branded feeds, feed consumption pattern based on product types, composition of cattle feed market and the relatives' shares of major brands, the major factors influencing the purchasing decisions etc.

The Indian animal feed market reached a value of INR 873.7 billion in 2021. Looking forward, expects the market to reach INR 1493.8 billion by 2027, exhibiting at a CAGR of 9.6% during 2022-2027. India currently represents one of the largest feed producers in the world. Animal feed Includes various raw, processed and semi-processed products that are fed to livestock. Some of the most common feeds include pasture grasses, cereal grains, hay and silage crops,

and other by-products of food crops, such as brewers' grains, pineapple bran and sugar beet pulp. These products are carefully formulated with the help of nutritional additives, like vitamins and minerals, to maintain the overall health of animals and improve the quality of various end products, including eggs, meat and milk.

Recently, it was noted that raw materials used in the production of animal feed, like soybean meal, sorghum and maize are being diverted for the consumption of humans, leading to a shortage in the feed industry.

Kerala Feeds Limited was commissioned a feed mill aimed at improving the lives of small farmers, developing the countryside and helping to combat the growing depopulation. The plant is situated in 27 acres of land and has sufficient scope for further expansion. Some of the machineries installed in this plant are imported and these machines have helped the company to produce quality pellets and capture the market, which was hitherto in the hands of the private sector companies. Kerala Feeds has been instrumental in not only increasing the quality of the feed available in the market but also has been able to stall the spiralling tendency of the feed prices. The raw material is checked for its quality, stored in the godown, filled into the bins, drawn in fixed proportions, ground to fine particular size, mixed homogeneity, cooked for better digestibility and pelletised keeping the need of the cattle in mind.

3.21 COMPANY PROFILE

KERALA FEEDS LIMITED

Kerala Feeds Limited is a Public Sector Undertaking under the Animal Husbandry department of Government of Kerala. Setup in 1995, Kerala Feeds Ltd was incorporated under the Companies act, 1956. The Company is committed to produce and sell good quality compounded cattle feed and feed supplements to dairy farmers at affordable rates. The company started its operations at Kallettumkara, Thrissur, with the manufacturing of pellet form of cattle feed and over the years has diversified into other feeds, like poultry feed, goat feed and other supplements like keramin, milk booster etc. Presently the company has six operational manufacturing units with latest manufacturing technology and machinery to produce and supply consistent high-quality feeds to dairy farmers and other consumers. The company caters the major portion of cattle feed demand in the State by timely supply of its feeds and supplements through a strong and established network of private dealers and societies.

Kerala Feeds Limited, being a public sector undertaking has the dual responsibility of profit motive as well as social obligation to support the dairy farmers in their crisis period. Hence unlike a company in private sector, KFL, has not made matching increase in the price of its cattle feed in line with the increase in raw material cost and to a large extent company's presence in the market saved the dairy fanners from exorbitant price increase of cattle feed. Government of Kerala is committed to ensure this social responsibility and consequent to government policy and direction of controlling the price of cattle feed, board of directors of the company also give due priority to this aspect. The cattle feed plant with TPD capacity was commissioned in late 1998 and commercial production started in January 1999, with one shift only. The second and third shift operations were commenced in June 1999 and July 2000 respectively. Now the production enhanced to 650 TPD in June 2000.

The organization has procured and developed materials handling systems in tune with its requirement to lighten the burden of the employees. The plant and its MMCP technology were imparted from Holland, the Netherlands. And machine have helped the company to produce quality pellets and capture the market, which was hitherto in the hands of the private sector companies. Kerala Feeds has been instrumental in not only increasing the quality of the feed available in the market but also has been able to stall the spiralling tenancy of the feed prices. The raw materials checked for its quality, stored in godown, filled into the bins, drawn in fixed proportions, ground to find particular size, mixed homogeneity, cooked for better digestibility and pelletizes keeping the need of the cattle in mind. Human help is needed only to store raw materials and to stock the cattle feed filled sacks, the rest are done by computers. This unit produces 500 tons of cattle feed per day. Apart from Kerala caters to Karnataka and Lakshadweep. While making the product, KFL follows BIS standard. 20 raw ingredients which include de-oiled rice bran and cakes, maize, gram, rice and wheat etc are tested in the bio lab. Karnataka, Andhra Pradesh, Tami Nadu are the raw materials providers. The raw materials samples first ground in a zero-degree grinder so that moister content is correctly analysed. Material with high fibres and moister are rejected. It is very important to maintain quality and taste if the fodder is to maintain the health of the cattle and increase the milk production. To give taste the fodder, molasses from Tamil Nadu.

Kerala Feeds Ltd has become a boon to farmers. It came out with advanced, innovative and original concepts leading to build up the expectations of the customers. The product matched with the expectations and the demand for it increased. Before the entry of the company, there was no brand name for the cattle feed. But because of the company's entrance, private feed

producers have to keep up the standard to compete. In the last 20 years the cost of the feed had increased by 450 percent. Hence the farmer gets maximum yield and better health for its cattle. The official from KFL conduct classes for scientific feeding methods. The unit is located in Kallettumkara village in Mukundapuram taluk of Thrissur district, Kerala, India besides Palghat — Ernakulam railway line. The plant is situated in 27 acres of land. Kerala Feeds Ltd was also selected by the state government for the most result-oriented energy conversation drives during 2002-2003.

COMPANY POLICY

To improve dairy farming in Kerala by providing quality feeds and supplements at reasonable cost.

FEATURES

- The first cattle feed manufacturing company in Kerala which introduced M.M.C.P technology.
- Cooking of the feed up to 80 degrees Celsius removes the moisture hence increases the shelf life of feed and helps easy digestion of the feed.
- The raw materials are tested for quality at the fully equipped laboratory which also ensures that least loss occurs while handling the feed, which in turn ensures cleanliness.
- Raw materials like coconut cake, cotton seed cake, rice included in our compounded feed. Hence it is not necessary to feed the cattle separately with the said items.
- For increasing the milk yield protein, fat, vitamin and minerals are included in the correct proportion.
- Kerala Feed Ltd., being a govt. undertaking is committed to continual improvement of the product.
- Uniformity in M.R.P. throughout Kerala

VISION AND MISSION

Vision

"Kerala feeds is committed to provide quality livestock feed and services to farmers at a lower cost".

Mission

- Increase the production balanced compounded cattle feed (BCCF) in pellet form 650MT to 950MT per day.
- To produce 300MT per day of other stock feed and poultry feed.
- To manufacture appropriate type of feed and supplement of different stages of livestock.
- Educate and train livestock farmers to practice scientific feeding to optimize stock productivity.
- To support the development of knowledge-based network on feed related activities.
- To offer consultancy service for procurement of feed ingredients logistic solutions feed manufacturing setting up analytical labs.
- To evolve a culture of innovation and creativity amongst the employees.
- To be an active partner in community development programs.

BOARD OF DIRECTORS

The Kerala Feeds Ltd is coming under the animal husbandry department of Kerala government. K Sreekumar Chairman, J. Chinchu Rani Hon'ble Minister for animal husbandry, and Dr. B Sreekumar Managing Director these are the three organizing members of Kerala Feeds Limited. There also eight other official directors and two non-official directors in the board of directors of the company.

Kerala feeds limited is a public incorporated on 13 October 1995. It is classified as State Govt. company and is registrar of Companies, Ernakulam. Its authorized share capital is Rs. 700,000,000 and its paid-up capital is Rs. 526,550,016. It is involved in manufacture of grain mill products, starches and starch products, and prepared animal feeds.

COMPETITORS

- Kerala Solvent Extraction Ltd
- Godrej Feeds Ltd
- KCMMF
- Sunandini Cattle feeds
- Prima Feeds Ltd

DEPARTMENTAL PROFILE

There are several functional departments existing in Kerala Feeds Ltd and each department has to perform several functions in the organization. Following are different departments in Kerala Feeds Limited.

1. Material department

The material department has an important role in maintaining the quality of the final product. Material department gives almost care in loading only the good quality material and keeping them without losing quality and issuing only good quality materials. Their objective is to ensure continues process by manufacturing ready flow of raw materials to production department and ensuring identification and traceability of raw materials. They also ensure to reduce the loading and unloading time of finished feed and raw material to be minimum possible time.

2. Human resource department

The human resource department includes assistant manager, human resource officer, stenographer, care taker, office attendees. It consists many objectives and functions for an employee or worker of an organization and to provide training programs for an efficient performance to workers of an organization and to provide training programs for an efficient performance to workers during the working time in the organization

3. Production department

The functions of production department are to convert raw materials into finished products. The functions of production department begin from bringing the raw materials into the factory to the packaging of materials. Each stage is controlled and monitored through programming logic control. MMCP technologies are one of the most important advantages of the production unit of KFL, milling, mixing, cooking and pelleting. In this process the sample of the products passed to Feed Analytical Lab. Later qualities of complete material, grinded material and mash pellets are being checked.

4. Purchase department

The main objective of the purchase department is ensuring the supply right quality of material at right time and place. The right quality material increases the quality of the materials. Right time increases the delivery rating of material. Right price of the product helps to reduce the cost of the production.

5. Quality control department

Quality control, feed analytical lab is located inside the Kerala Feeds Ltd. Campus. This department was started functioning from 1998. The department function starts from incoming raw material quality assurance, during processing product quality assurance and finished product quality assurance and considering customer's needs. The department lab equipped with latest & most modern analytical instrument for analysing moisture, crude protein, crude fiber, ether extract, sand & silica and Aflatoxin for the coded samples of raw material, in process product and finished product.

6. Marketing department

The objective of the marketing department is to enhance customer and dealer satisfaction, then to maintain brand image. Also, to ensure the availability of product at market and to develop the developmental activities to achieve the organizational goal.

7. Information technology department

Information technology department rewrites the rules of business. Customer service, logistics operations, product and marketing strategies are heavily and sometimes entirely dependent on information technology. Thus, IT is an essential ingredient for the success of the organization.

8. Finance department

The role of finance department in any organization is to ensure that adequate funds are available help to achieve the organizational objectives. The department also ensures that the costs are controlled, that there is an adequate cash flow and also that it establishes and further controls all profitable levels.

PLANT DESIGN AND TECHNOLOGY

The design of four plants is based on European standards and the production process follows the MMCP technology which is a tried, tested and proven one. All the manufacturing units are fully automated and controlled from the control room with minimum space for human error and quality variations. This high level of automation and the latest imported machinery makes the process highly efficient and helps in maintaining the consistency in quality of the products. Currently have units, KFL Kallettumkara, KFL Karunagappally, KFL Thiruvangoor, KFL Thodupuzha, KFL Muthalamada, KFL Athavanad. All the units comprise separate

administration offices, plant buildings, quality labs, storage godowns, weighbridges, silos, molasses tanks, workers restroom facilities etc.

PRODUCTION AND MAINTENANCE

Production processes

- Raw material storage
- Intermediate raw material storing
- Proportioning
- Sieving and milling
- Storage at the buffer in BB4
- Batch mixing
- Molasses mixing
- Storage at the mash bins
- Conditioning and cooking with steam
- Pelleting and cooling
- Powder separation/ sieving
- Bagging and stitching
- Storage of finished feed in godowns

Major value addition process

- Batching process
Automatic and accurate batch preparation from various raw materials stored in intermediate bins following in the formulation to meet the nutrient requirement of each variant of final product.
- Milling process
Reduction in particle size of raw materials like grains to maintain uniformity to improve the digestibility of feeds.
- Mixing

Homogenous mixing process to maintain the consistency and uniformity of the batch for its material value.

- **Cooking**

Improve in digestibility and palatability of the feed. Eliminate the harmful microorganisms in the raw materials and makes the product safe.

- **Pelleting**

Reduce the wastage and selective feeding by animals. Improve the feed intake by animal. Enhance the shelf life of the product.

QUALITY POLICY

Our quality policy is to produce and distribute good quality compounded cattle feed in pellet form, mineral mixture and other fodder materials through a quality system, which registers continual improvement by setting and reviewing functional quality objectives aimed to create enhanced customer satisfaction. The quality policy will be communicated to all and will be reviewed periodically for continual suitability. The management and staff are determined and committed to achieve this quality policy and to make dairying.

MANAGEMENT PRINCIPLES

- Customer focus
- Leadership
- Involvement of people
- Process approach
- System approach to management
- Continual improvement
- Factual approach in decision making
- Mutually beneficial supplier relationship

PRODUCTS

The Kerala Feeds produces cattle feed in the form of pellet, which is semi cooked and contain least moisture. In Kerala pellet type feed is introduced by the Kerala Feeds Ltd. The products of the company are marketed in the brand name Kerala Feeds.

Types of products:

- Kerala Feeds Midukki Kerala Feeds Elite
- Kerala feeds dairy rich plus
- Keramin mineral mixture
- Densified TMR block
- Kerala feeds milk booster
- KF malabari premium goat feed
- Kerala feeds regular goat feed
- Kerala feeds calf starter
- Kerala feeds athulyam grower & layer mash
- Athulyam chick mash for layer
- Kerala feeds kairali
- kerabbit

CHAPTER – 4

DATA ANALYSIS AND INTERPRETATION

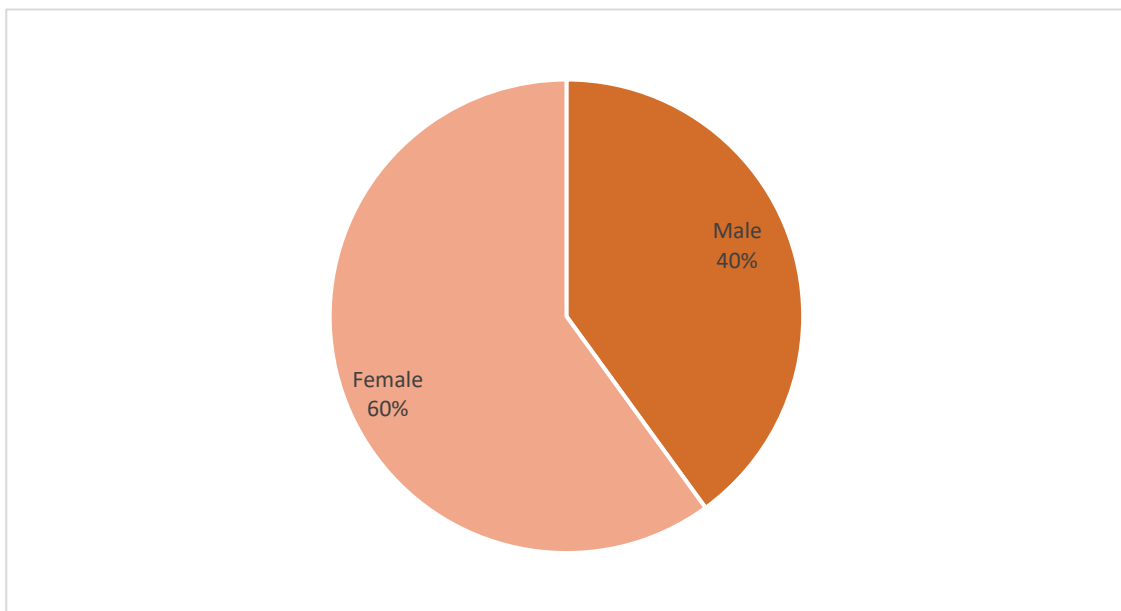
4.1 Gender

Table 4.1: Table showing gender category of the respondents in the survey.

Category	Frequency	Percentage
Male	40	40
Female	60	60
Total	100	100

(Source: Primary data)

Figure 4.1: Figure showing gender category of the respondents in the survey



Interpretation:

The study outcomes on figure 4.1 above indicates that greater parts of the respondents were, female (60%), and 40% were male.

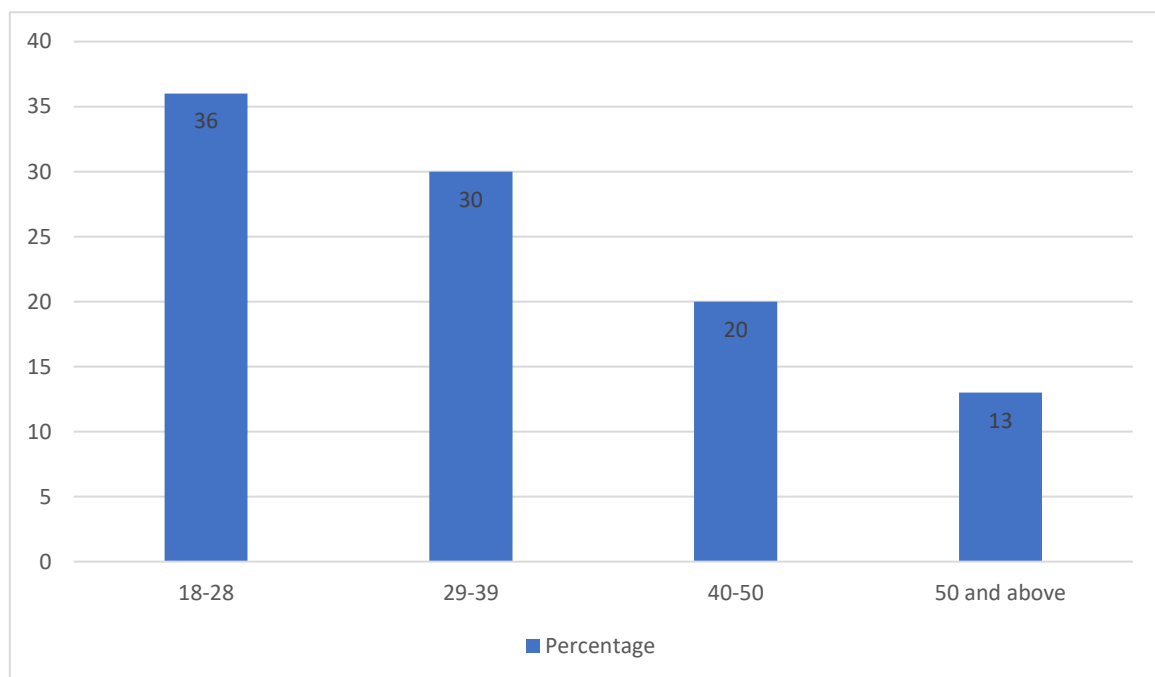
4.2 Age bracket

Table 4.2: Table showing the Age category of the respondents in the survey.

Category	Frequency	Percentage
18-28	36	36
29-39	30	30
40-50	20	20
50 and above	13	13
Total	100	100

(Source: Primary data)

Figure 4.2: Figure showing the Age category of the respondents in the survey.



Interpretation:

The study outcomes on figure 4.2 above indicates that 36%, which is majority of the respondents were of the age bracket (18-28), 30% were of the age bracket (29-39), 20% were of (40-50) age bracket and the rest 13% were of their age bracket 50 and above.

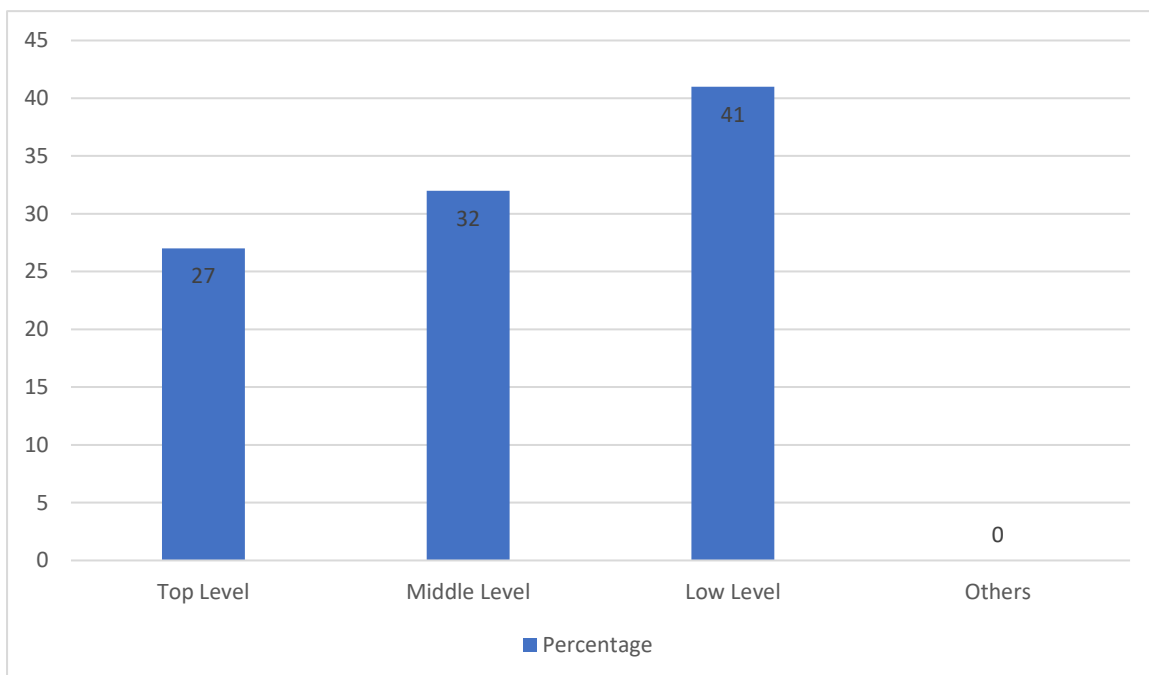
4.3 Position in the Company

Table 4.3: Table showing the respondent's position in the Company.

Category	Frequency	Percentage
Top Level	27	27
Middle Level	32	32
Low Level	41	41
Others	0	0
Total	100	100

(Source: Primary data)

Figure 4.3: Figure showing the respondent's position in the Company.



Interpretation:

The study outcomes on figure 4.3 above indicates that 27% of the respondents are from the Top level, 32% are from the middle level and the majority i.e, 41% of the respondents were from the Low level.

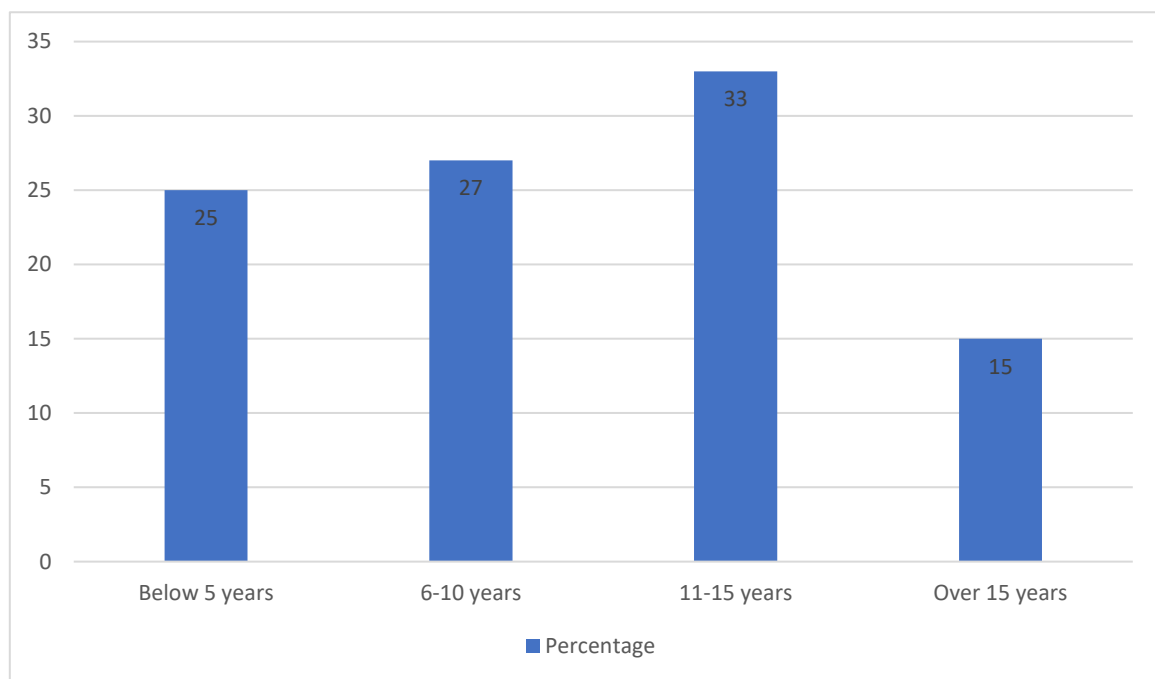
4.4 Duration of being an employee of Kerala Feeds Ltd.

Table 4.4: Duration of being an employee of Kerala Feeds Ltd.

Category	Frequency	Percentage
Below 5 years	25	25
6-10 years	27	27
11-15 years	33	33
Over 15 years	15	15
Total	100	100

(Source: Primary data)

Figure 4.4: Duration of being an employee of Kerala Feeds Ltd.



Interpretation:

The study outcomes on figure 4.4 above indicates that 25% of the respondents are with Kerala Feeds below 5 years, 27% between 6-10 years, 33% are from 11-15 years and the rest 15% of the respondents are with Kerala Feeds for over 15 years.

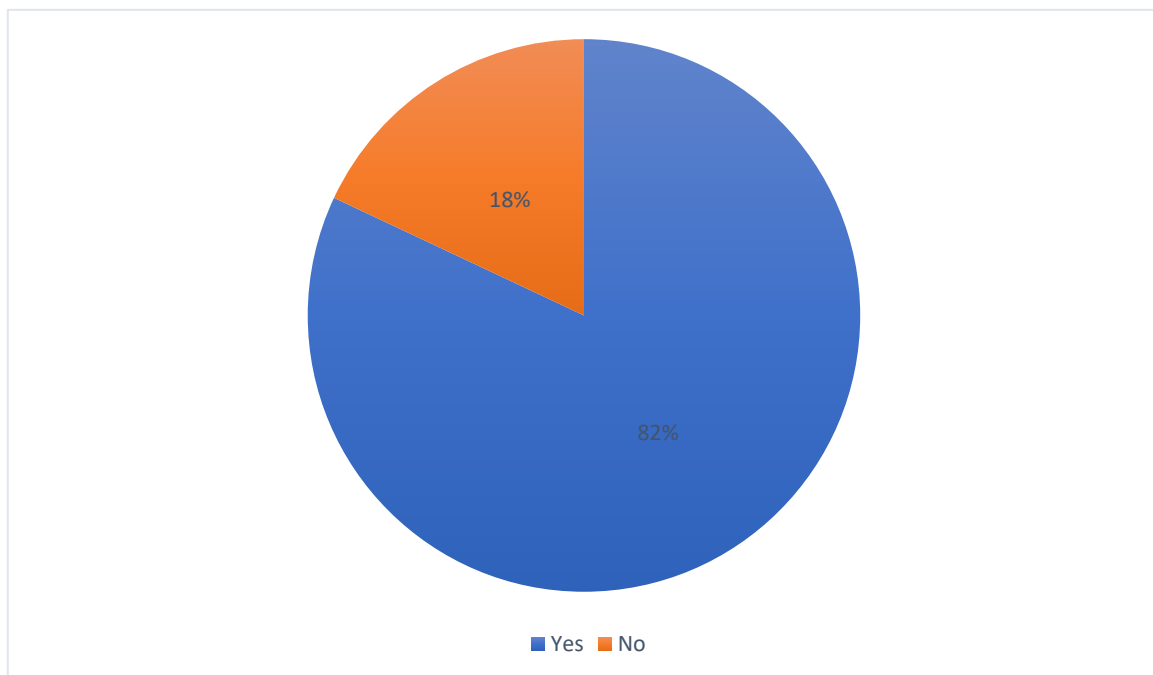
4.5 Awareness of Grievance Handling Procedure

Table 4.5: Table showing the percentage of respondents aware of the Grievance Handling Procedure of the Organisation.

Category	Frequency	Percentage
Yes	82	82
No	18	18
Total	100	100

(Source: Primary data)

Figure 4.5: Figure showing the percentage of respondents aware of the Grievance Handling Procedure of the Organisation.



Interpretation:

The study outcomes on figure 4.5 above indicates that 82% which is a greater part of the respondents were aware of the Grievance Handling procedure of the organisation and the rest 18% are ignorant of the same.

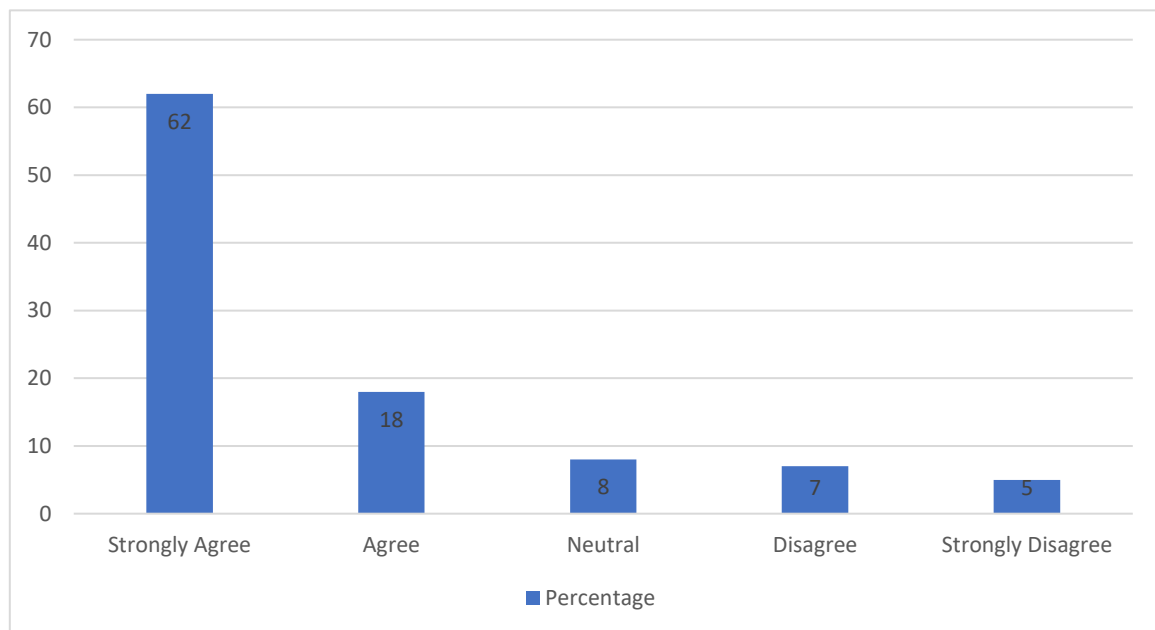
4.6 Organisation has established a prompt and effective grievance handling mechanism.

Table 4.6: Table showing whether the organisation has established a prompt and effective grievance handling mechanism.

Category	Frequency	Percentage
Strongly Agree	62	62
Agree	18	18
Neutral	8	8
Disagree	7	7
Strongly Disagree	5	5
Total	100	100

(Source: Primary data)

Figure 4.6: Figure showing whether the organisation has established a prompt and effective grievance handling mechanism.



Interpretation:

The study outcomes on figure 4.6 above indicates that 62% of the respondents strongly agree that the organisation has established a prompt and effective grievance handling mechanism. 18% agree towards the same while 7% disagree and 5% strongly disagree to the statement. 8% shows a neutral response.

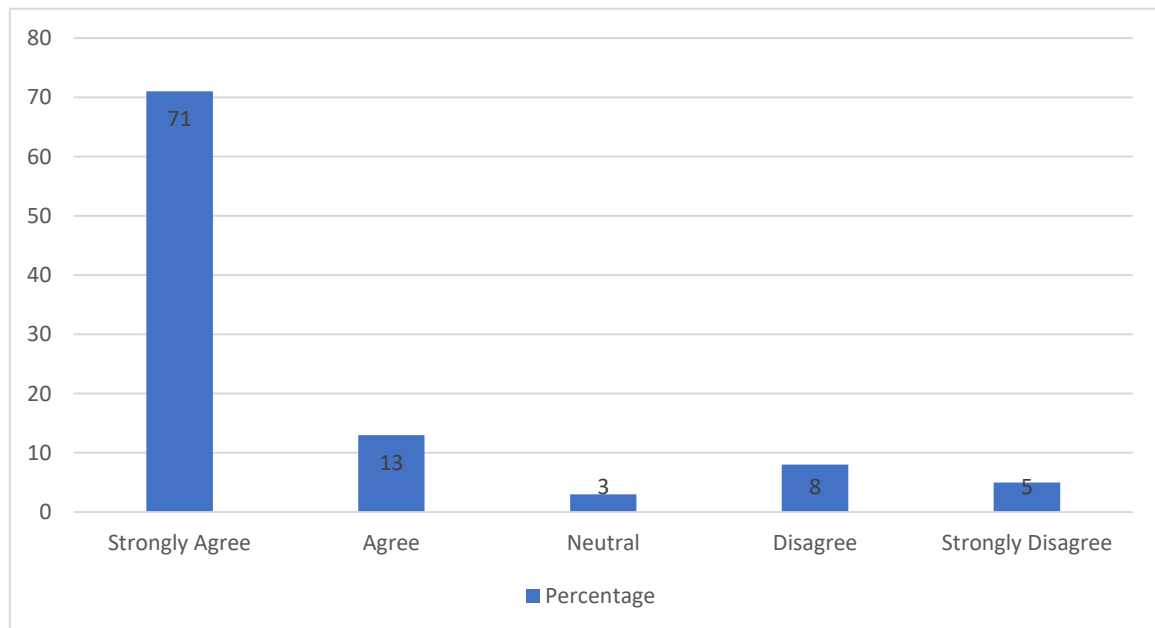
4.7 Grievance Mechanism has improved perceptions of fairness and equity in the organisation

Table 4.7: Table showing whether Grievance Mechanism has improved perceptions of fairness and equity in the organisation.

Category	Frequency	Percentage
Strongly Agree	71	71
Agree	13	13
Neutral	3	3
Disagree	8	8
Strongly Disagree	5	5
Total	100	100

(Source: Primary data)

Figure 4.7: Figure showing whether Grievance Mechanism has improved perceptions of fairness and equity in the organisation.



Interpretation:

The study outcomes on figure 4.7 above indicates that 71% of the respondents strongly agree that the grievance handling mechanism has improved perceptions of fairness and equity in the organisation. 13% agree towards the same while 8% disagree and 5% strongly disagree to the statement. 2% shows a neutral response.

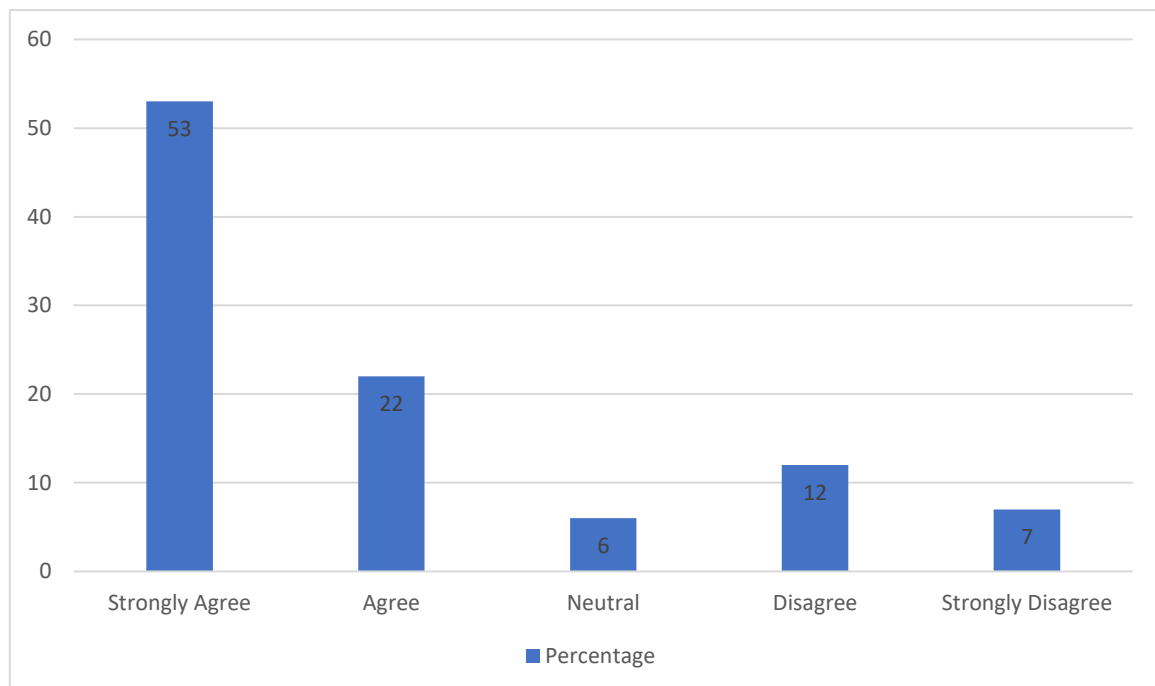
4.8 Grievance Mechanism has enabled employees ‘to have their say’ at progressive high levels of decision-making

Table 4.8: Table showing whether Grievance Mechanism has enabled employees ‘to have their say’ at progressive high levels of decision-making.

Category	Frequency	Percentage
Strongly Agree	53	53
Agree	22	22
Neutral	6	6
Disagree	12	12
Strongly Disagree	7	7
Total	100	100

(Source: Primary data)

Figure 4.8: Figure showing whether Grievance Mechanism has enabled employees ‘to have their say’ at progressive high levels of decision-making.



Interpretation:

The study outcomes on figure 4.8 above indicates that 53% of the respondents strongly agree that Grievance Mechanism has enabled employees ‘to have their say’ at progressive high levels of decision-making. 22% agree towards the same while 12% disagree and 7% strongly disagree to the statement. 6% of the respondents marked their response as neutral in the survey.

4.9 Awareness and satisfaction with the Grievance Handling Mechanism at Kerala Feeds Ltd.

4.9.1: Awareness of the problem and reporting person.

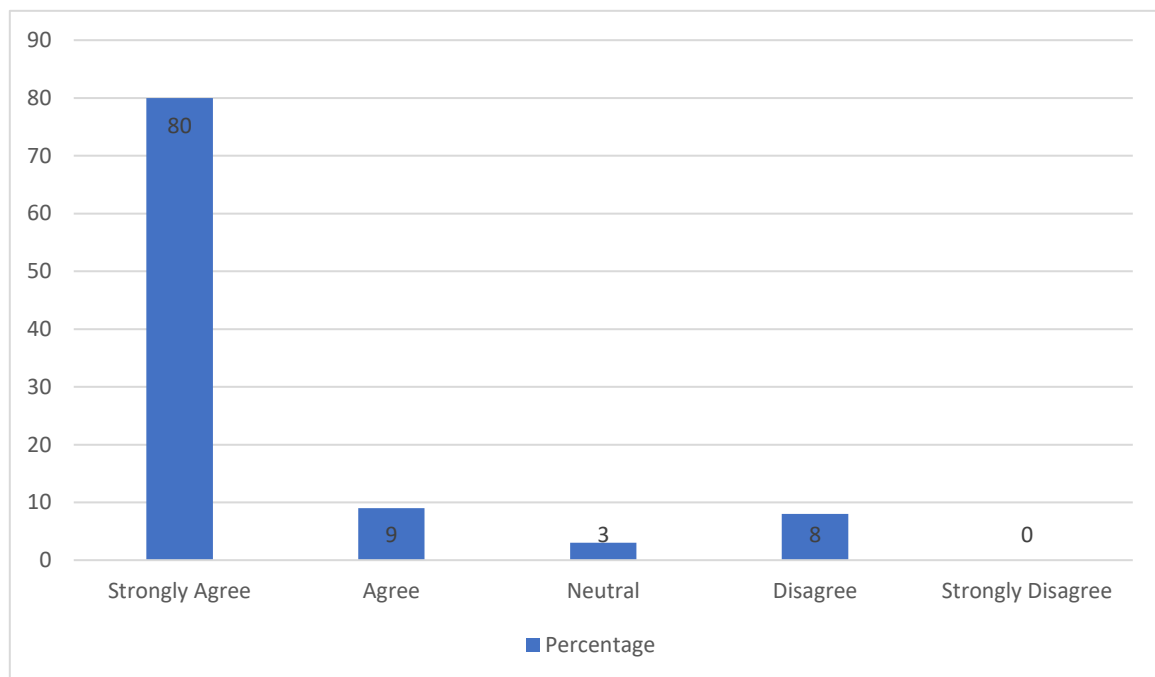
4.9.1 (A): Awareness of the problem that happens in the work area.

Table 4.9.1 (A): Table showing whether the respondents are aware of the problem happening in their work area.

Category	Frequency	Percentage
Strongly Agree	80	80
Agree	9	9
Neutral	3	3
Disagree	8	8
Strongly Disagree	0	0
Total	100	100

(Source: Primary data)

Figure 4.9.1 (A): Figure showing whether the respondents are aware of the problem happening in their work area.



Interpretation:

The study outcomes on figure 4.9.1(A) above indicates that 80% of the respondents strongly agree that they are aware of the problem happening in their work area. 9% agree towards the same while 8% disagree and no one has strongly disagreed to the statement. 3% of the respondents marked their response as neutral in the survey.

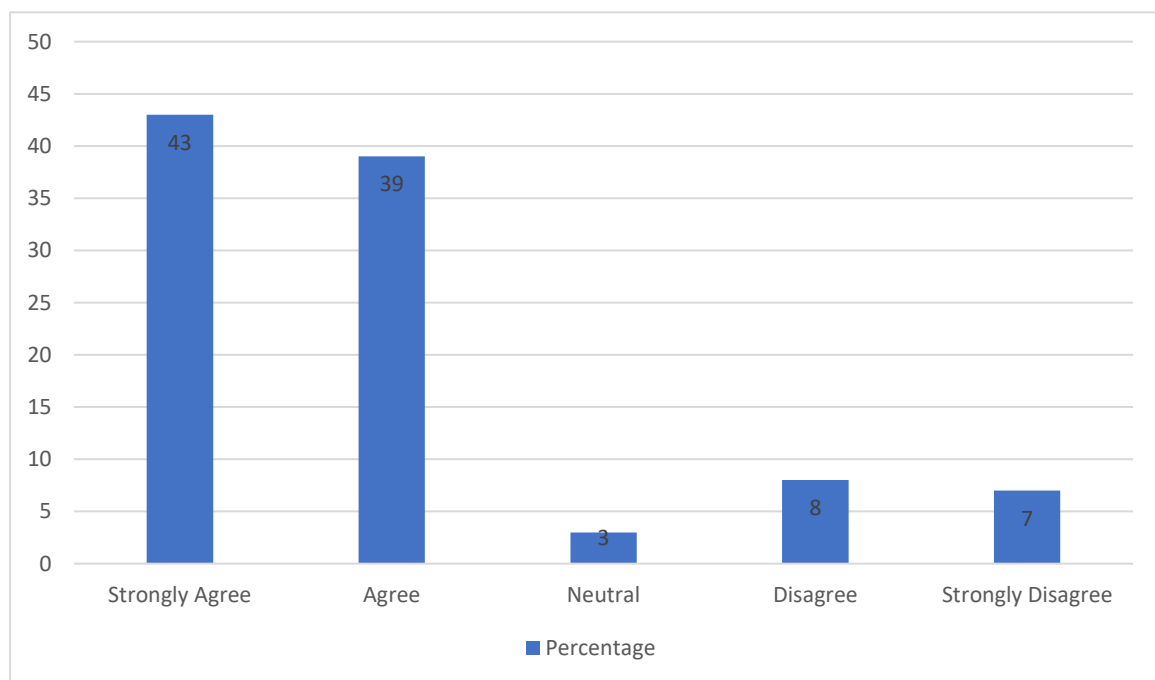
4.9.1 (B): Aware of whom to report the problem.

Table 4.9.1 (B): Table showing whether the respondents are aware of whom to report the problem.

Category	Frequency	Percentage
Strongly Agree	43	43
Agree	39	39
Neutral	3	3
Disagree	8	8
Strongly Disagree	7	7
Total	100	100

(Source: Primary data)

Figure 4.9.1 (B): Figure showing whether the respondents are aware of whom to report the problem.



Interpretation:

The study outcomes on figure 4.9.1(B) above indicates that 43% of the respondents strongly agree that they are aware of whom to report the problem. 39% agree towards the same while 8% disagree and 7% strongly disagree to the statement. 3% of the respondents marked their response as neutral in the survey.

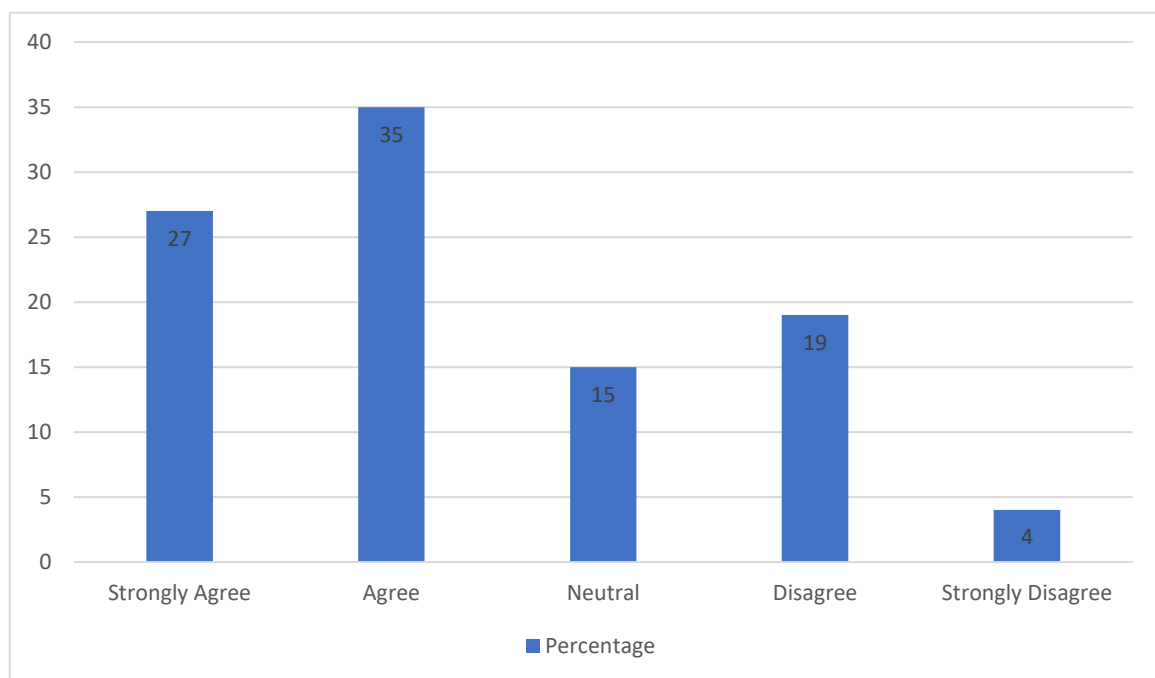
4.9.1 (C): Availability of the reporting person.

Table 4.9.1 (C): Table showing the availability of the person to whom the respondent's problem is to be reported.

Category	Frequency	Percentage
Strongly Agree	27	27
Agree	35	35
Neutral	15	15
Disagree	19	19
Strongly Disagree	4	4
Total	100	100

(Source: Primary data)

Figure 4.9.1 (C): Figure showing the availability of the person to whom the respondent's problem is to be reported.



Interpretation:

The study outcomes on figure 4.9.1(C) above indicates that 27% of the respondents strongly agree that the person is available to whom the problem is to be reported. 35% agree towards the same while 19% disagree and 4% strongly disagree to the statement. 15% of the respondents marked their response as neutral in the survey.

4.9.2: Discussion and reporting

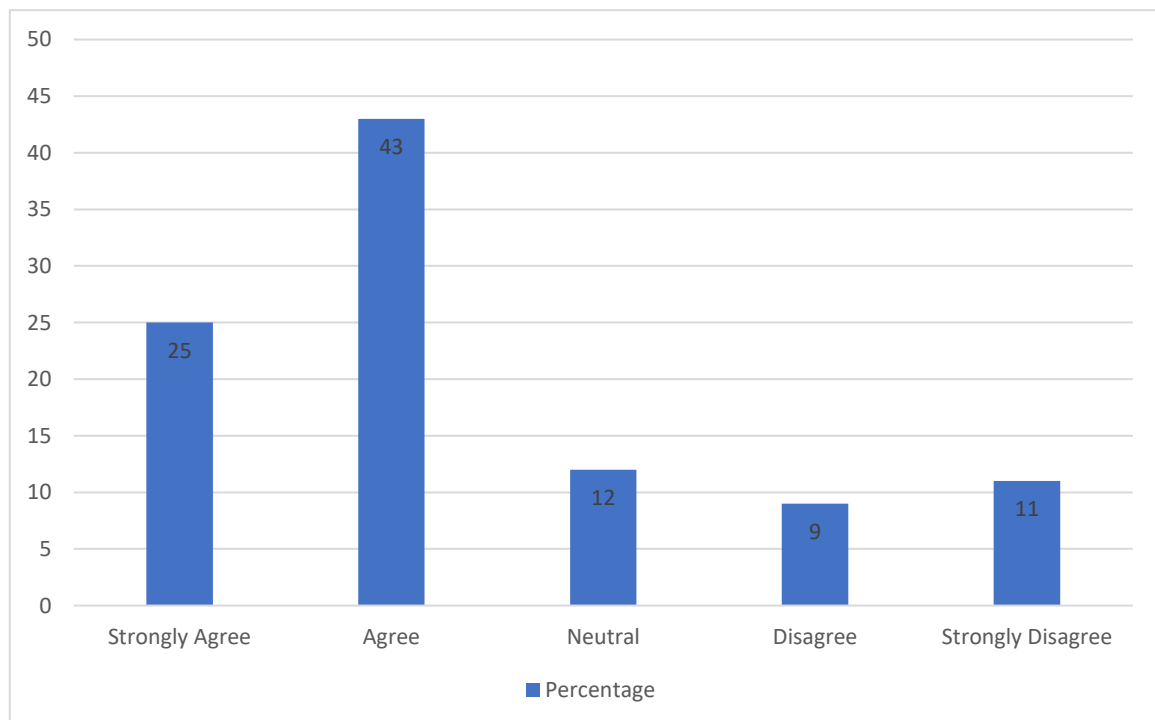
4.9.2 (A): Discussed the problem with others or Union members.

Table 4.9.2 (A): Table showing whether the respondents have discussed the problem with others or Union members.

Category	Frequency	Percentage
Strongly Agree	25	25
Agree	43	43
Neutral	12	12
Disagree	9	9
Strongly Disagree	11	11
Total	100	100

(Source: Primary data)

Figure 4.9.2 (A): Figure showing whether the respondents have discussed the problem with others or Union members.



Interpretation:

The study outcomes on figure 4.9.2(A) above indicates that 25% of the respondents strongly agree that the person is available to whom the problem is to be reported. 43% agree towards the same while 9% disagree and 11% strongly disagree to the statement. 12% of the respondents marked their response as neutral in the survey.

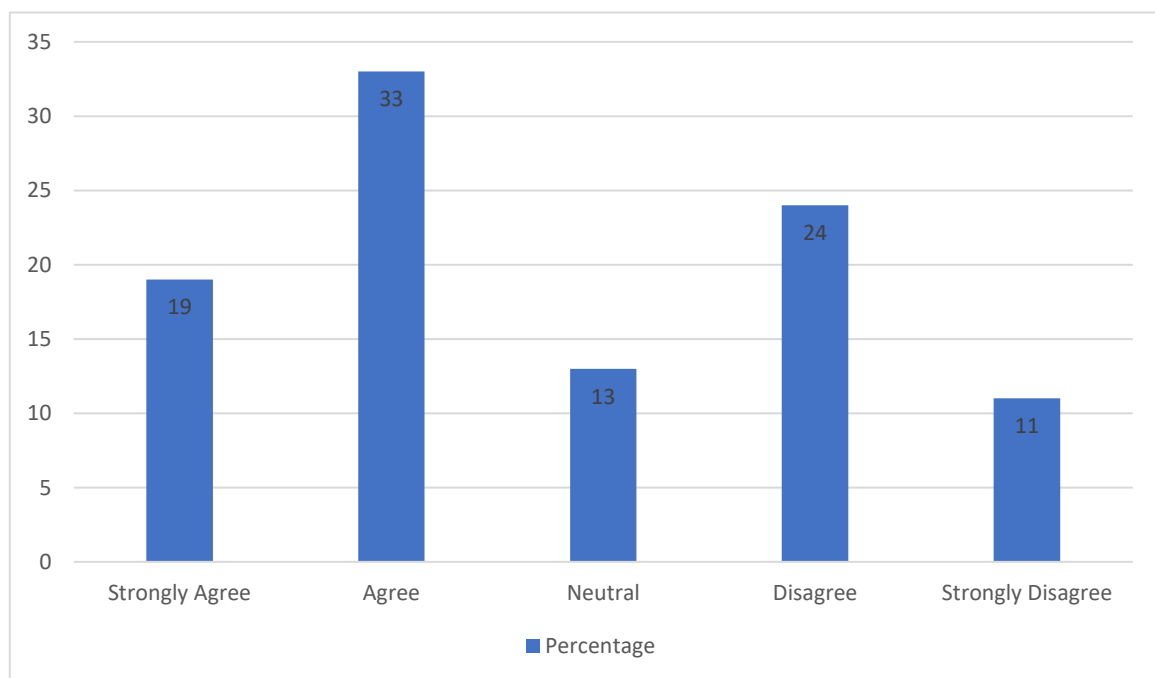
4.9.2 (B): Reported the problem immediately.

Table 4.9.2 (B): Table showing whether the respondents reported the problem immediately.

Category	Frequency	Percentage
Strongly Agree	19	19
Agree	33	33
Neutral	13	13
Disagree	24	24
Strongly Disagree	11	11
Total	100	100

(Source: Primary data)

Figure 4.9.2 (B): Figure showing whether the respondents reported the problem immediately.



Interpretation:

The study outcomes on figure 4.9.2(B) above indicates that 19% of the respondents strongly agree that they had reported the problem immediately. 33% agree towards the same while 24% disagree and 11% strongly disagree to the statement. 13% of the respondents marked their response as neutral in the survey.

4.9.3: Management immediate reaction

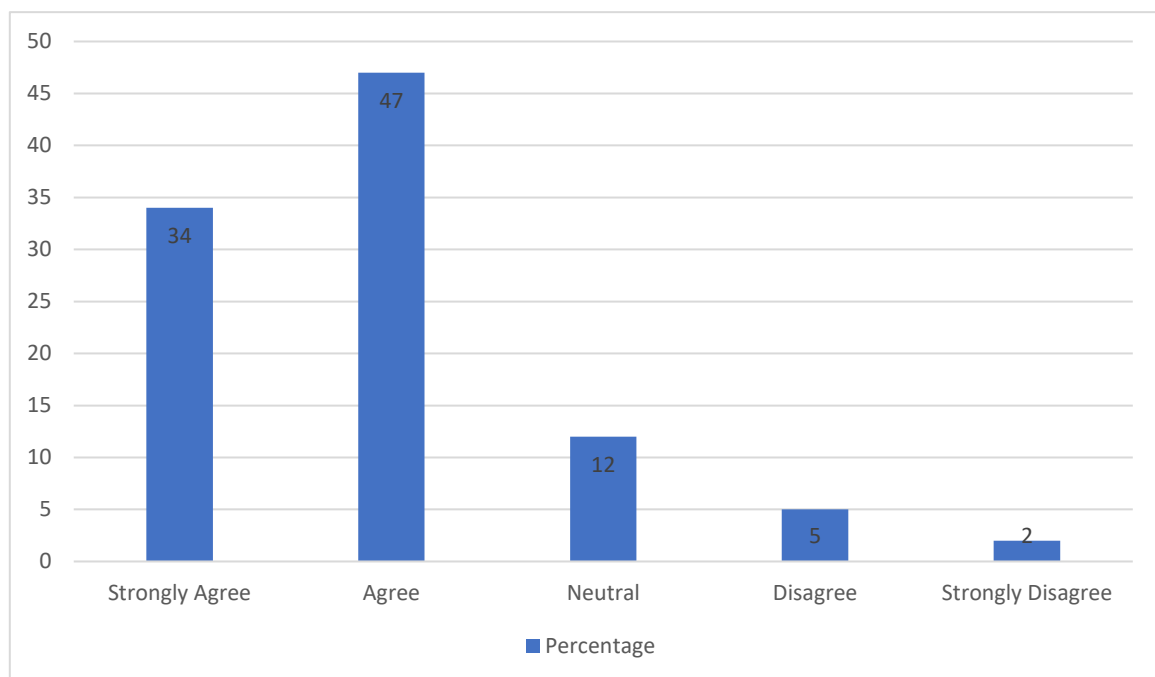
4.9.3 (A): Management has accepted the proposal.

Table 4.9.2 (A): Table showing whether the management has accepted the proposal.

Category	Frequency	Percentage
Strongly Agree	34	34
Agree	47	47
Neutral	12	12
Disagree	5	5
Strongly Disagree	2	2
Total	100	100

(Source: Primary data)

Table 4.9.3 (A): Table showing whether the management has accepted the proposal.



Interpretation:

The study outcomes on figure 4.9.3(A) above indicates that 34% of the respondents strongly agree that the management has accepted the proposal. 47% agree towards the same while 5% disagree and 2% strongly disagree to the statement. 12% of the respondents marked their response as neutral in the survey.

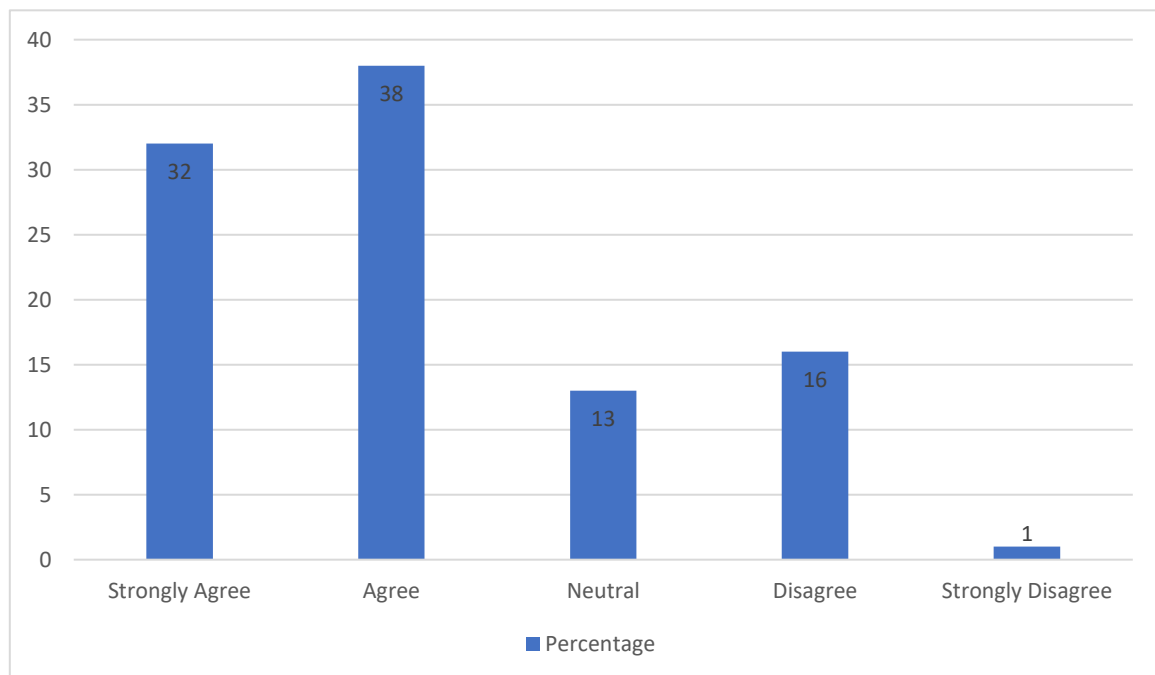
4.9.3 (B): Management has inspected/checked in person to the problem area.

Table 4.9.3 (B): Table showing whether the management has inspected/checked in person to the problem area.

Category	Frequency	Percentage
Strongly Agree	32	32
Agree	38	38
Neutral	13	13
Disagree	16	16
Strongly Disagree	1	1
Total	100	100

(Source: Primary data)

Figure 4.9.3 (B): Figure showing whether the management has inspected/checked in person to the problem area.



Interpretation:

The study outcomes on figure 4.9.3(B) above indicates that 32% of the respondents strongly agree that the management has inspected/checked in person to the problem area. 38% agree towards the same while 13% disagree and 16% strongly disagree to the statement. 1% of the respondents marked their response as neutral in the survey.

4.9.4: Steps taken by the management

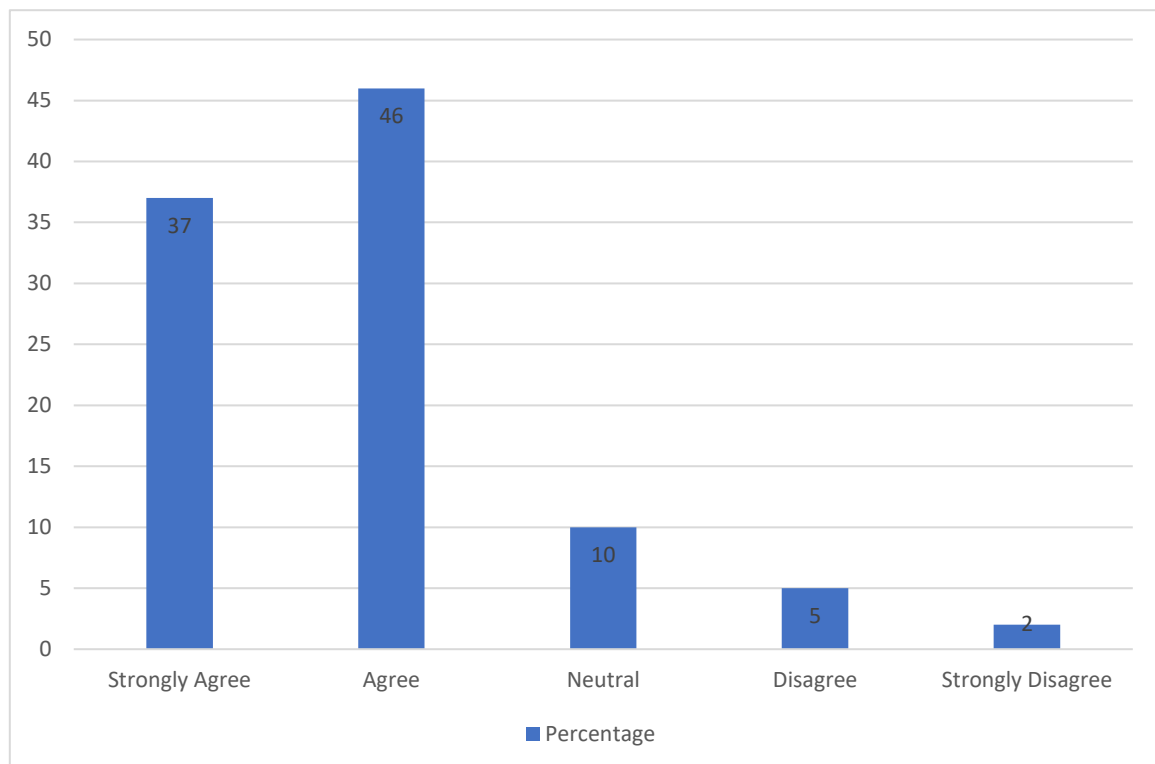
4.9.4 (A): Management has communicated to the concerned people involved in the problem.

Table 4.9.4 (A): Table showing whether the management has communicated to the concerned people involved in the problem.

Category	Frequency	Percentage
Strongly Agree	37	37
Agree	46	46
Neutral	10	10
Disagree	5	5
Strongly Disagree	2	2
Total	100	100

(Source: Primary data)

Figure 4.9.4 (A): Figure showing whether the management has communicated to the concerned people involved in the problem.



Interpretation:

The study outcomes on figure 4.9.4(A) above indicates that 37% of the respondents strongly agree that the management has communicated to the concerned people involved in the problem. 46% agree towards the same while 5% disagree and 2% strongly disagree to the statement. 10% of the respondents marked their response as neutral in the survey.

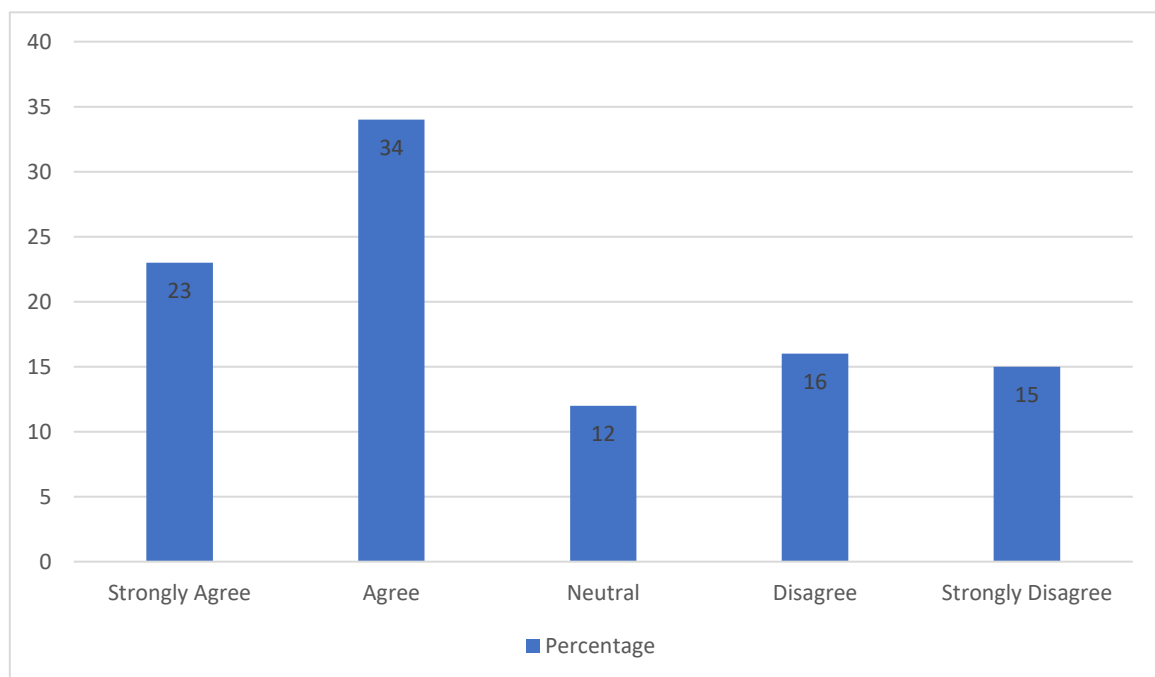
4.9.4 (B): Management has identified the root causes of the problem.

Table 4.9.4 (B): Table showing whether the management has identified the root causes of the problem.

Category	Frequency	Percentage
Strongly Agree	23	23
Agree	34	34
Neutral	12	12
Disagree	16	16
Strongly Disagree	15	15
Total	100	100

(Source: Primary data)

Figure 4.9.4 (B): Figure showing whether the management has identified the root causes of the problem.



Interpretation:

The study outcomes on figure 4.9.4(B) above indicates that 23% of the respondents strongly agree that the management has identified the root causes of the problem. 34% agree towards the same while 16% disagree and 15% strongly disagree to the statement. 12% of the respondents marked their response as neutral in the survey.

4.9.5: Solving the issue.

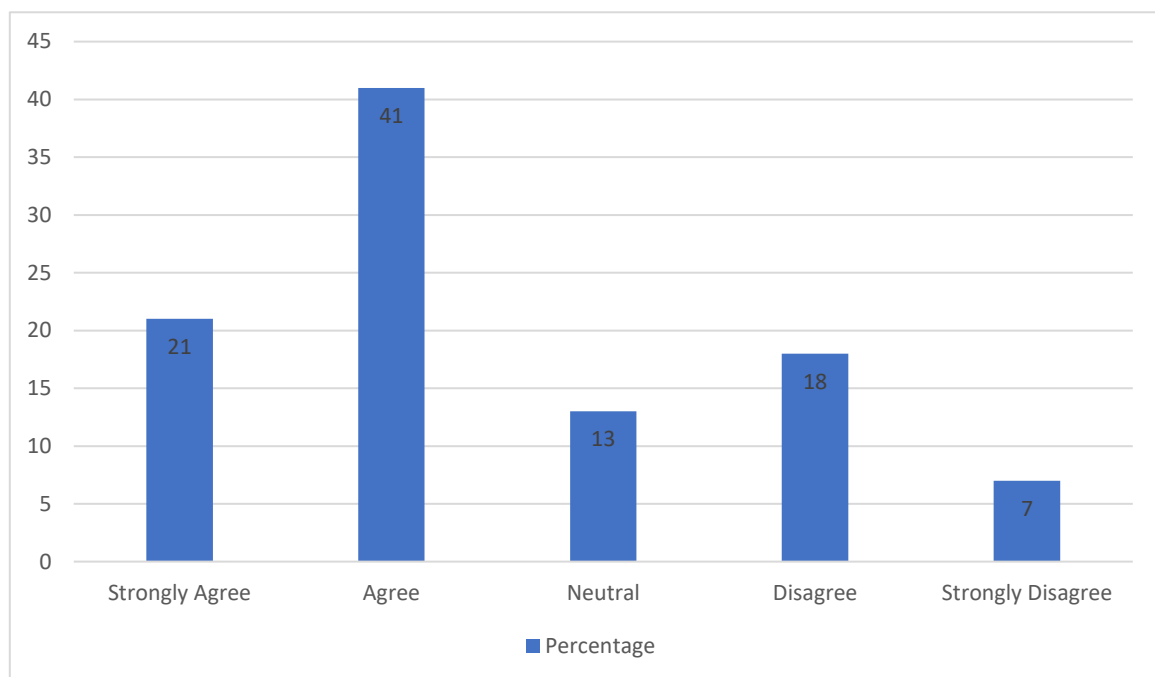
4.9.5 (A): Management has taken steps to solve the problem.

Table 4.9.5 (A): Table showing whether the management has taken steps to solve the problem.

Category	Frequency	Percentage
Strongly Agree	21	21
Agree	41	41
Neutral	13	13
Disagree	18	18
Strongly Disagree	7	7
Total	100	100

(Source: Primary data)

Figure 4.9.5 (A): Figure showing whether the management has taken steps to solve the problem.



Interpretation:

The study outcomes on figure 4.9.5(A) above indicates that 21% of the respondents strongly agree that the management has taken steps to solve the problem. 41% agree towards the same while 18% disagree and 7% strongly disagree to the statement. 13% of the respondents marked their response as neutral in the survey.

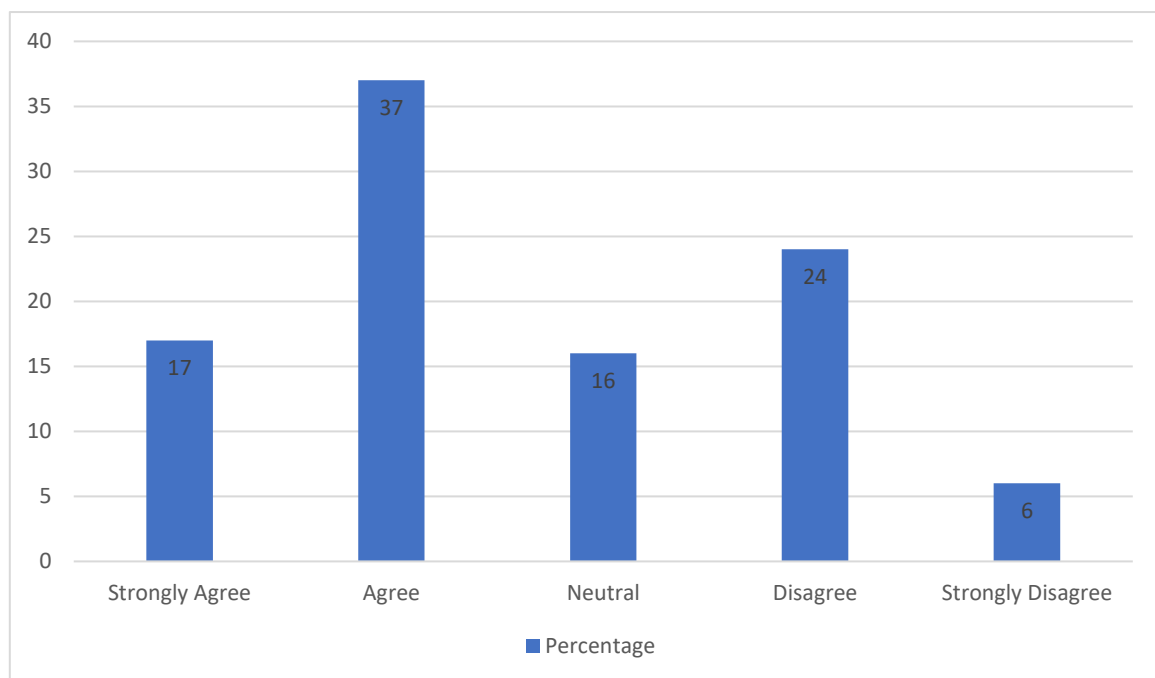
4.9.5 (B): The problem is fully solved.

Table 4.9.5 (B): Table showing whether the problem is fully solved.

Category	Frequency	Percentage
Strongly Agree	17	17
Agree	37	37
Neutral	16	16
Disagree	24	24
Strongly Disagree	6	6
Total	100	100

(Source: Primary data)

Figure 4.9.5 (B): Figure showing whether the problem is fully solved.



Interpretation:

The study outcomes on figure 4.9.5(B) above indicates that 17% of the respondents strongly agree that the problem was fully solved. 37% agree towards the same while 24% disagree and 6% strongly disagree to the statement. 16% of the respondents marked their response as neutral in the survey.

4.9.6: Involvement and Satisfaction.

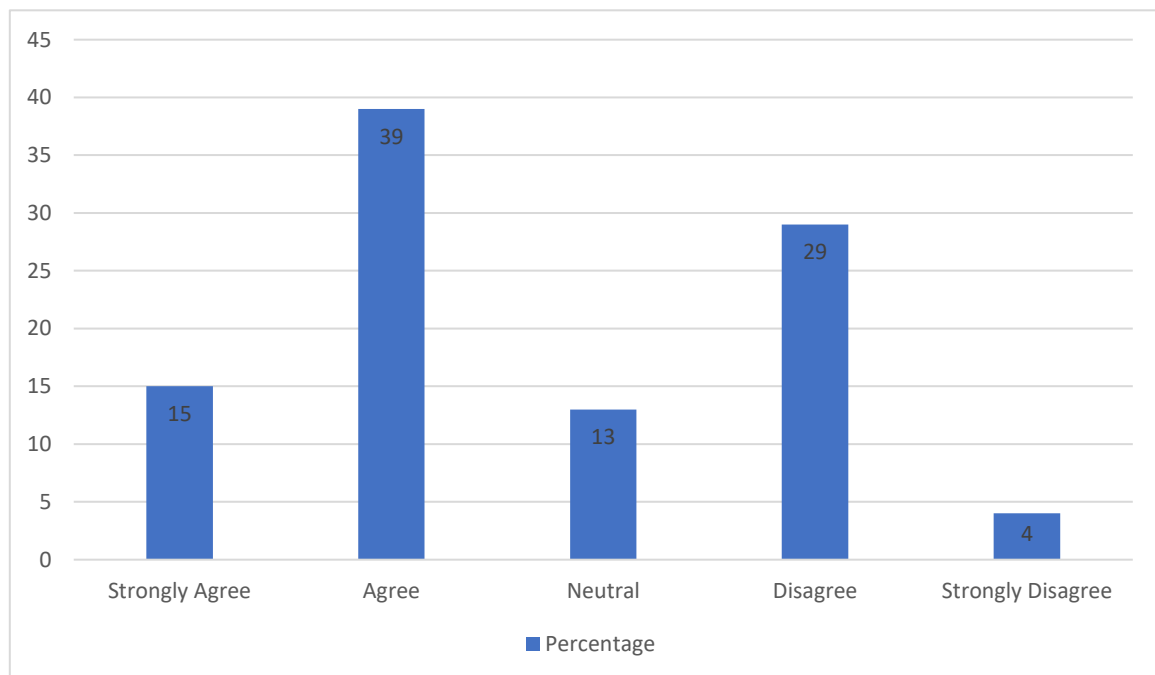
4.9.6 (A): Respondent's readiness to give other solutions.

Table 4.9.6 (A): Table showing whether the respondents are ready to give other solutions.

Category	Frequency	Percentage
Strongly Agree	15	15
Agree	39	39
Neutral	13	13
Disagree	29	29
Strongly Disagree	4	4
Total	100	100

(Source: Primary data)

Figure 4.9.6 (A): Figure showing whether the respondents are ready to give other solutions.



Interpretation:

The study outcomes on figure 4.9.6(A) above indicates that 15% of the respondents strongly agree that they are ready to give other solutions. 39% agree towards the same while 29% disagree and 4% strongly disagree to the statement. 13% of the respondents marked their response as neutral in the survey.

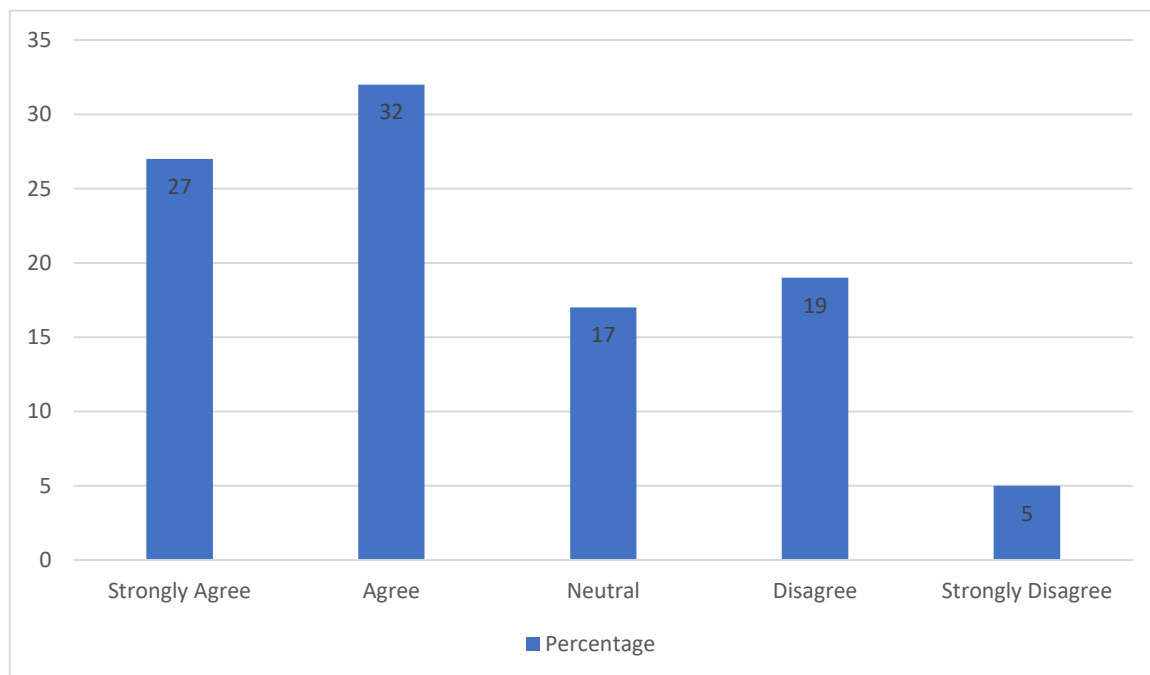
4.9.6 (B): Satisfaction with the solutions arrived.

Table 4.9.6 (B): Table showing the level of satisfaction of the respondents with the solutions arrived.

Category	Frequency	Percentage
Strongly Agree	27	27
Agree	32	32
Neutral	17	17
Disagree	19	19
Strongly Disagree	5	5
Total	100	100

(Source: Primary data)

Figure 4.9.6 (B): Figure showing the level of satisfaction of the respondents with the solutions arrived.



Interpretation:

The study outcomes on figure 4.9.6(B) above indicates that 27% of the respondents strongly agree that they are satisfied with the solutions arrived. 32% agree towards the same while 19% disagree and 5% strongly disagree to the statement. 17% of the respondents marked their response as neutral in the survey.

4.9.7: Satisfaction and Future support

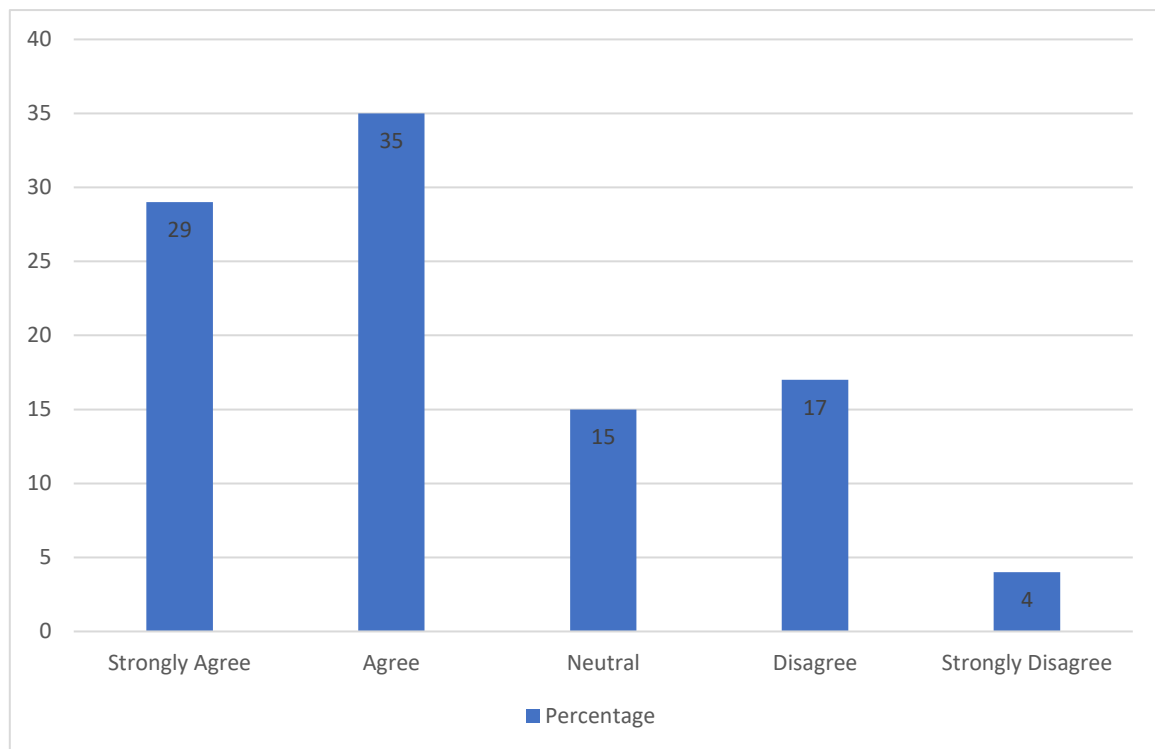
4.9.7 (A): Satisfaction with the procedure followed by the management to solve the issue.

Table 4.9.7 (A): Table showing the satisfaction level of the respondents with the procedure followed by the management to solve the issue.

Category	Frequency	Percentage
Strongly Agree	29	29
Agree	35	35
Neutral	15	15
Disagree	17	17
Strongly Disagree	4	4
Total	100	100

(Source: Primary data)

Figure 4.9.7 (A): Figure showing the satisfaction level of the respondents with the procedure followed by the management to solve the issue.



Interpretation:

The study outcomes on figure 4.9.7 (A) above indicates that 29% of the respondents strongly agree that they are satisfied with the procedure followed by the management to solve the issue. 35% agree towards the same while 17% disagree and 4% strongly disagree to the statement. 15% of the respondents marked their response as neutral in the survey

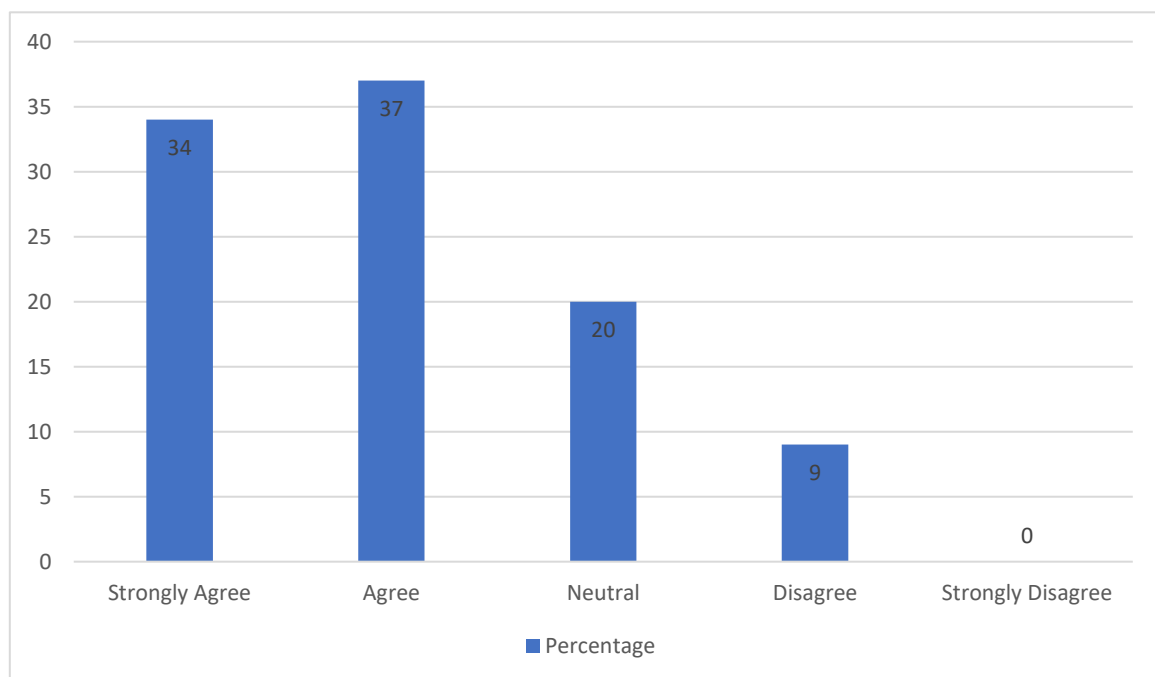
4.9.7 (B): Support the management in the future.

Table 4.9.7 (B): Table showing whether the respondent is ready to support the management in the future.

Category	Frequency	Percentage
Strongly Agree	34	34
Agree	37	37
Neutral	20	20
Disagree	9	9
Strongly Disagree	0	0
Total	100	100

(Source: Primary data)

Figure 4.9.7 (B): Figure showing whether the respondent is ready to support the management in the future.



Interpretation:

The study outcomes on figure 4.9.7 (B) above indicates that 34% of the respondents strongly agree that they are ready to support the management in the future. 37% agree towards the same while 9% disagree and none has strongly disagreed to the statement. 20% of the respondents marked their response as neutral in the survey.

4.9.8: Encouraging self and others

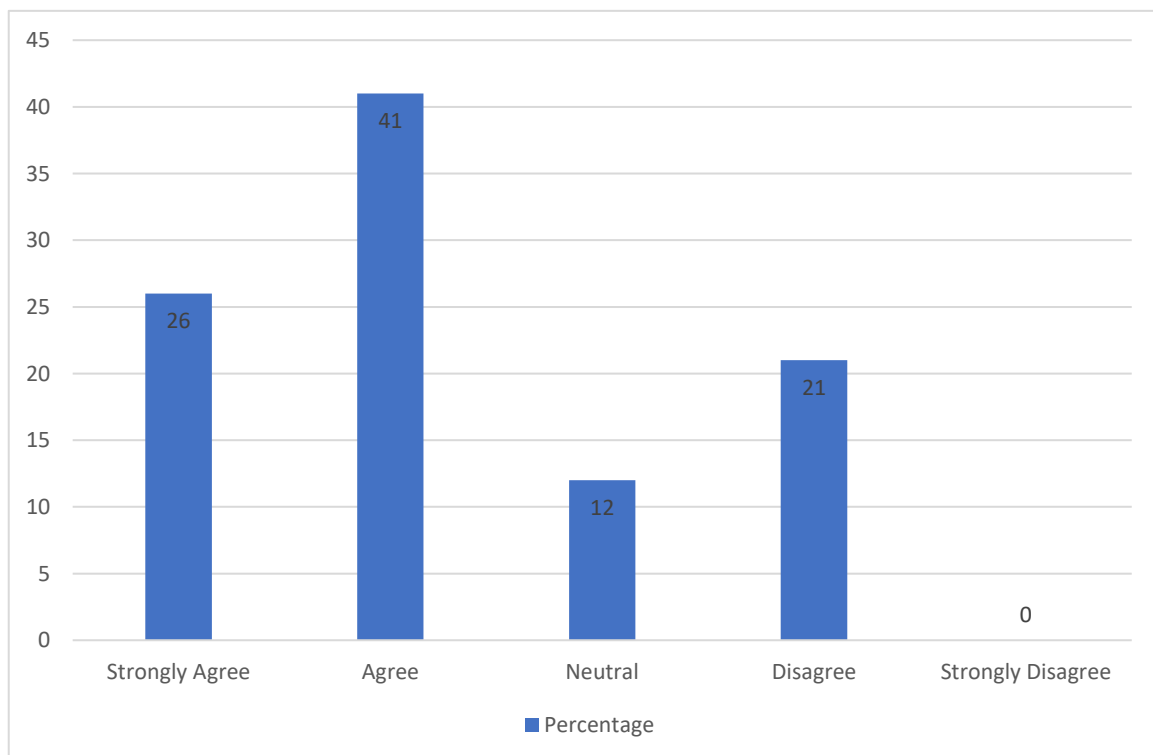
4.9.8 (A): Willingness to report personal problems. (Related to job)

Table 4.9.8 (A): Table showing whether the respondents are willing to report personal problems related to their job.

Category	Frequency	Percentage
Strongly Agree	26	26
Agree	41	41
Neutral	12	12
Disagree	21	21
Strongly Disagree	0	0
Total	100	100

(Source: Primary data)

Figure 4.9.8 (A): Figure showing whether the respondents are willing to report personal problems related to their job.



Interpretation:

The study outcomes on figure 4.9.8 (A) above indicates that 26% of the respondents strongly agree that are willing to report personal problems related to their job. 41% agree towards the same while 21% disagree and none has strongly disagreed to the statement. 12% of the respondents marked their response as neutral in the survey.

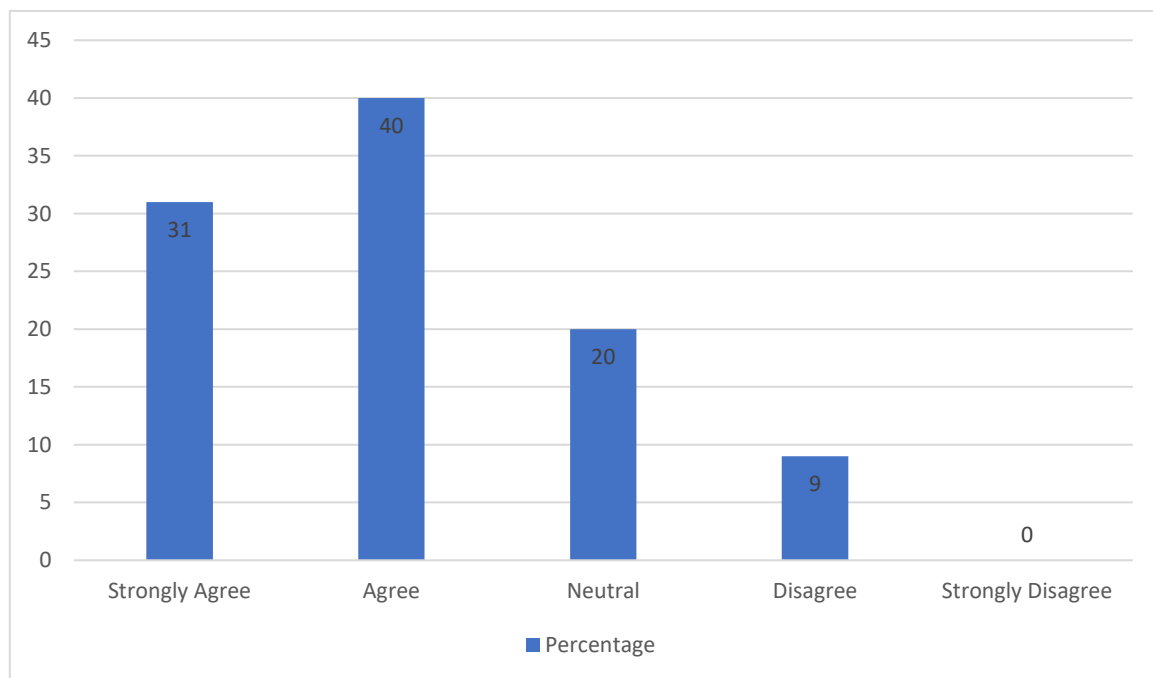
4.9.8 (B): Encourage others to report problems

Table 4.9.8 (B): Table showing whether the respondents would encourage others to report problems.

Category	Frequency	Percentage
Strongly Agree	31	31
Agree	40	40
Neutral	20	20
Disagree	9	9
Strongly Disagree	0	0
Total	100	100

(Source: Primary data)

Figure 4.9.8 (B): Figure showing whether the respondents would encourage others to report problems.



Interpretation:

The study outcomes on figure 4.9.8 (B) above indicates that 31% of the respondents strongly agree that would encourage others to report problems. 40% agree towards the same while 9% disagree and none has strongly disagreed to the statement. 20% of the respondents marked their response as neutral in the survey.

4.9.9: Before and after an issue

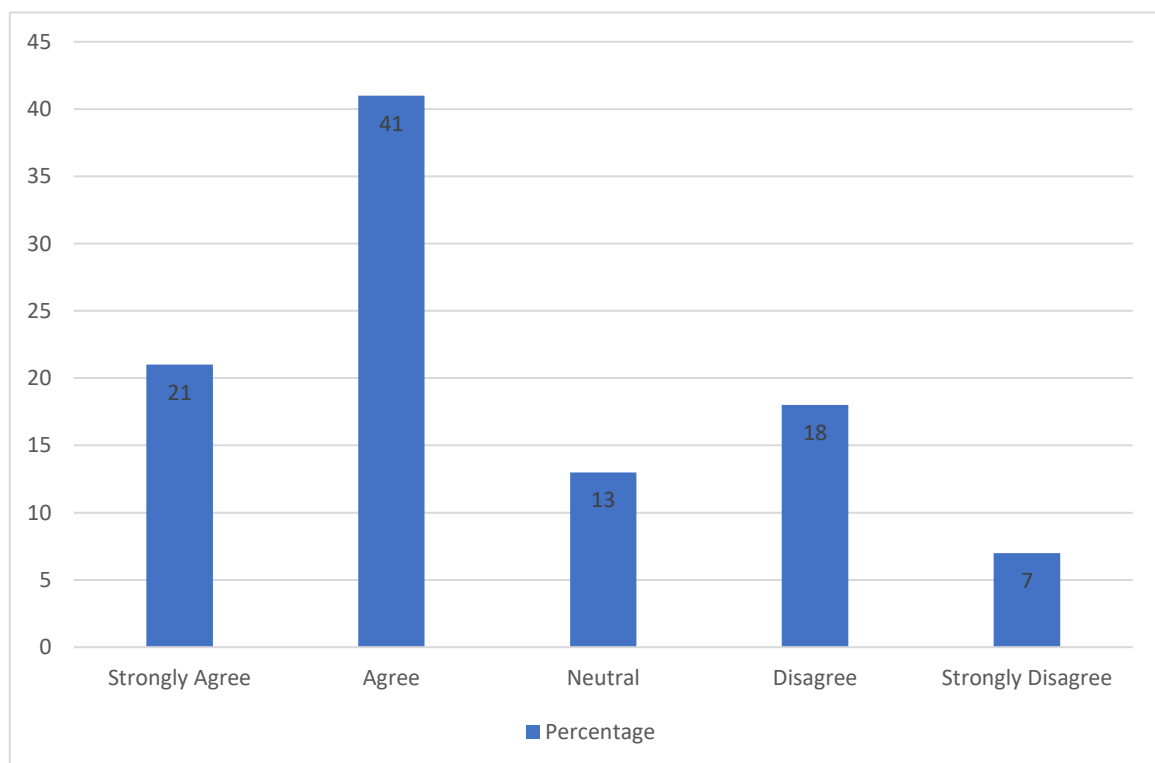
4.9.9 (A): Awareness program was conducted in relationship with the problem.

Table 4.9.9 (A): Table showing whether an awareness program was conducted in relationship with the problem.

Category	Frequency	Percentage
Strongly Agree	21	21
Agree	41	41
Neutral	13	13
Disagree	18	18
Strongly Disagree	7	7
Total	100	100

(Source: Primary data)

Figure 4.9.9 (A): Figure showing whether an awareness program was conducted in relationship with the problem.



Interpretation:

The study outcomes on figure 4.9.9 (A) above indicates that 21% of the respondents strongly agree that an awareness program was conducted in relationship with the problem. 41% agree towards the same while 18% disagree and 7% strongly disagree to the statement. 13% of the respondents marked their response as neutral in the survey.

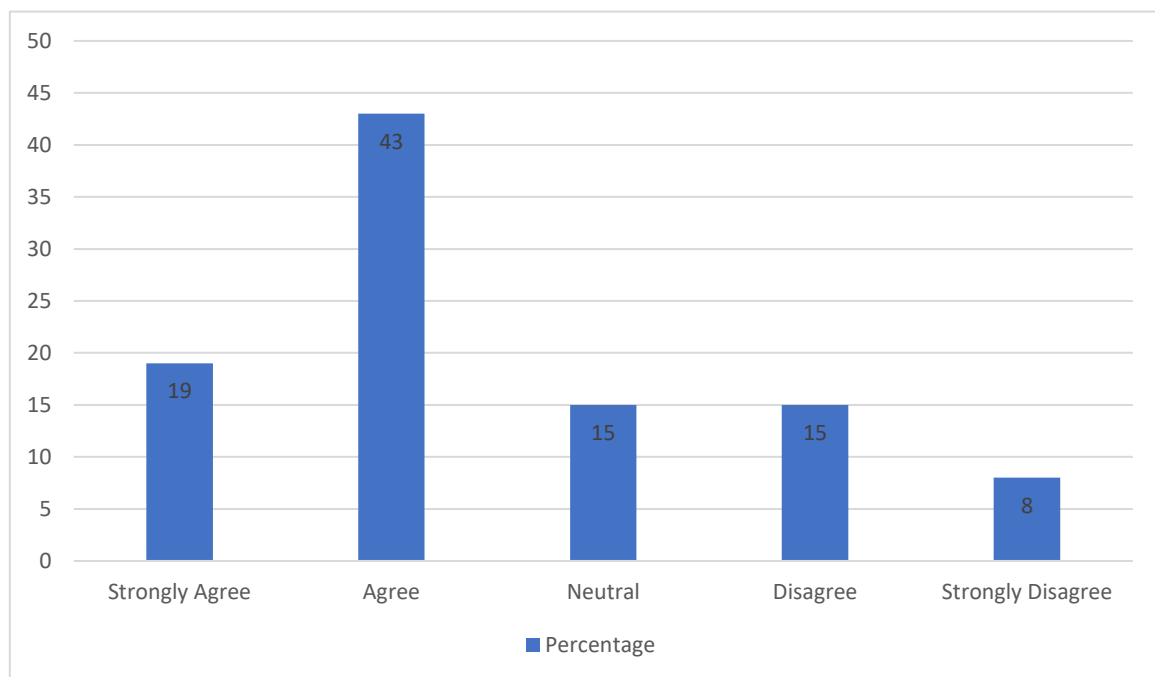
4.9.9 (B): The management has already given instructions for such problems

Table 4.9.9 (B): Table showing whether the management has already given the respondents instructions for such problems.

Category	Frequency	Percentage
Strongly Agree	19	19
Agree	43	43
Neutral	15	15
Disagree	15	15
Strongly Disagree	8	8
Total	100	100

(Source: Primary data)

Figure 4.9.9 (B): Figure showing whether the management has already given the respondents instructions for such problems.



Interpretation:

The study outcomes on figure 4.9.9 (B) above indicates that 19% of the respondents strongly agree that the management has already given the instructions for such problems. 43% agree towards the same while 15% disagree and 8% strongly disagree to the statement. 15% of the respondents marked their response as neutral in the survey.

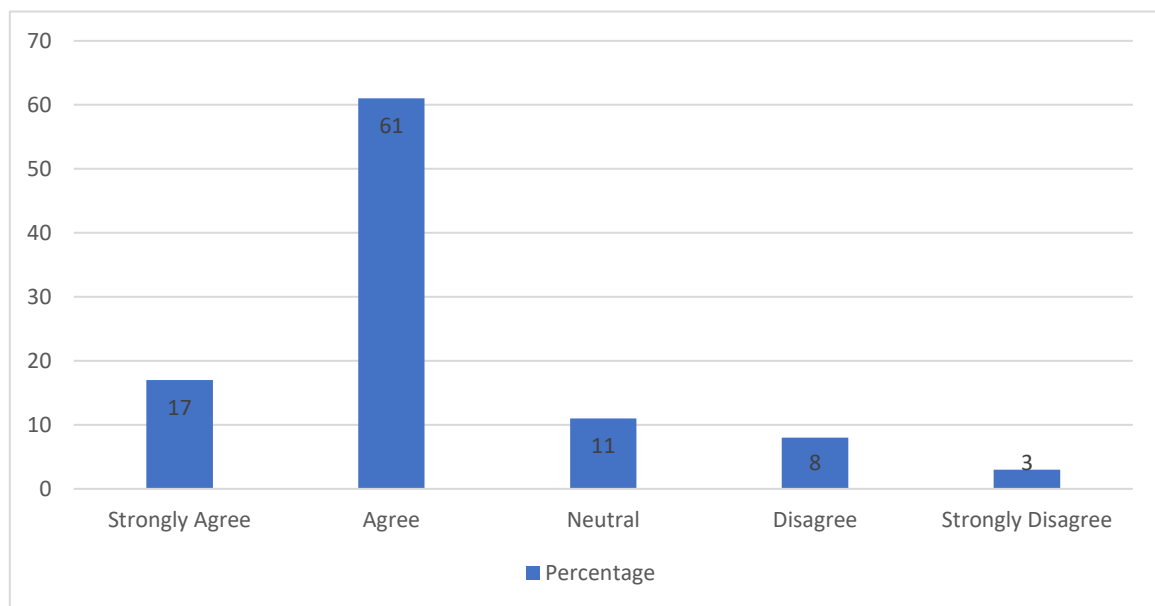
4.9.9 (C): Provision of Safety precautions and equipment

Table 4.9.9 (C): Table showing whether the Safety precautions and equipment's are provided properly.

Category	Frequency	Percentage
Strongly Agree	17	17
Agree	61	61
Neutral	11	11
Disagree	8	8
Strongly Disagree	3	3
Total	100	100

(Source: Primary data)

Figure 4.9.9 (C): Figure showing whether the Safety precautions and equipment's are provided properly.



Interpretation:

The study outcomes on figure 4.9.9 (C) above indicates that 17% of the respondents strongly agree that Safety precautions and equipment's are provided properly. 61% agree towards the same while 8% disagree and 3% strongly disagree to the statement. 11% of the respondents marked their response as neutral in the survey.

4.10 Influence of Grievance Handling Mechanism on Employee work performance

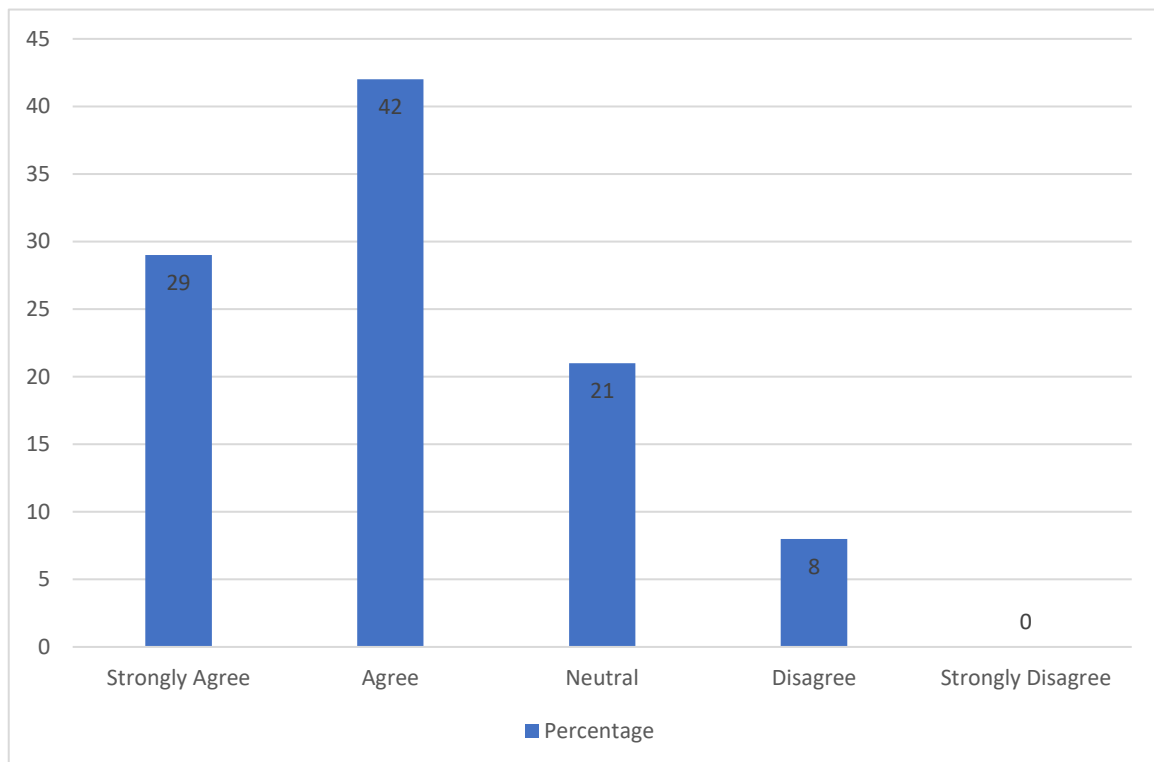
4.10.1: Grievance Handling has promoted and maintained employee satisfaction.

Table 4.10.1: Table showing whether the Grievance Handling has promoted and maintained employee satisfaction.

Category	Frequency	Percentage
Strongly Agree	29	29
Agree	42	42
Neutral	21	21
Disagree	8	8
Strongly Disagree	0	0
Total	100	100

(Source: Primary data)

Figure 4.10.1: Figure showing whether the Grievance Handling has promoted and maintained employee satisfaction.



Interpretation:

The study outcomes on figure 4.10.1 above indicates that 29% of the respondents strongly agree that the Grievance Handling has promoted and maintained employee satisfaction. 42% agree towards the same while 8% disagree and none of the respondents strongly disagreed to the statement. 21% of the respondents marked their response as neutral in the survey.

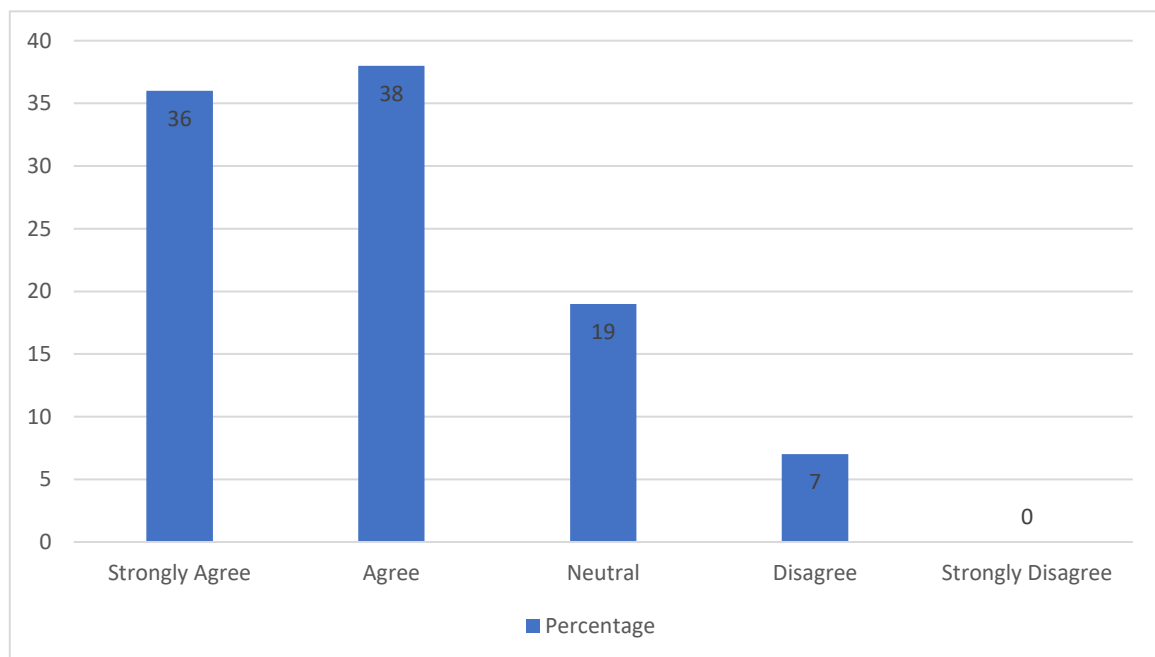
4.10.2: Grievance Handling has facilitated reduction in employee's turnover and absenteeism

Table 4.10.2: Table showing whether the Grievance Handling has facilitated reduction in employee's turnover and absenteeism.

Category	Frequency	Percentage
Strongly Agree	36	36
Agree	38	38
Neutral	19	19
Disagree	7	7
Strongly Disagree	0	0
Total	100	100

(Source: Primary data)

Figure 4.10.2: Figure showing whether the Grievance Handling has facilitated reduction in employee's turnover and absenteeism.



Interpretation:

The study outcomes on figure 4.10.2 above indicates that 36% of the respondents strongly agree that the Grievance Handling has facilitated reduction in employee's turnover and absenteeism. 38% agree towards the same while 7% disagree and none of the respondents strongly disagreed to the statement. 19% of the respondents marked their response as neutral in the survey.

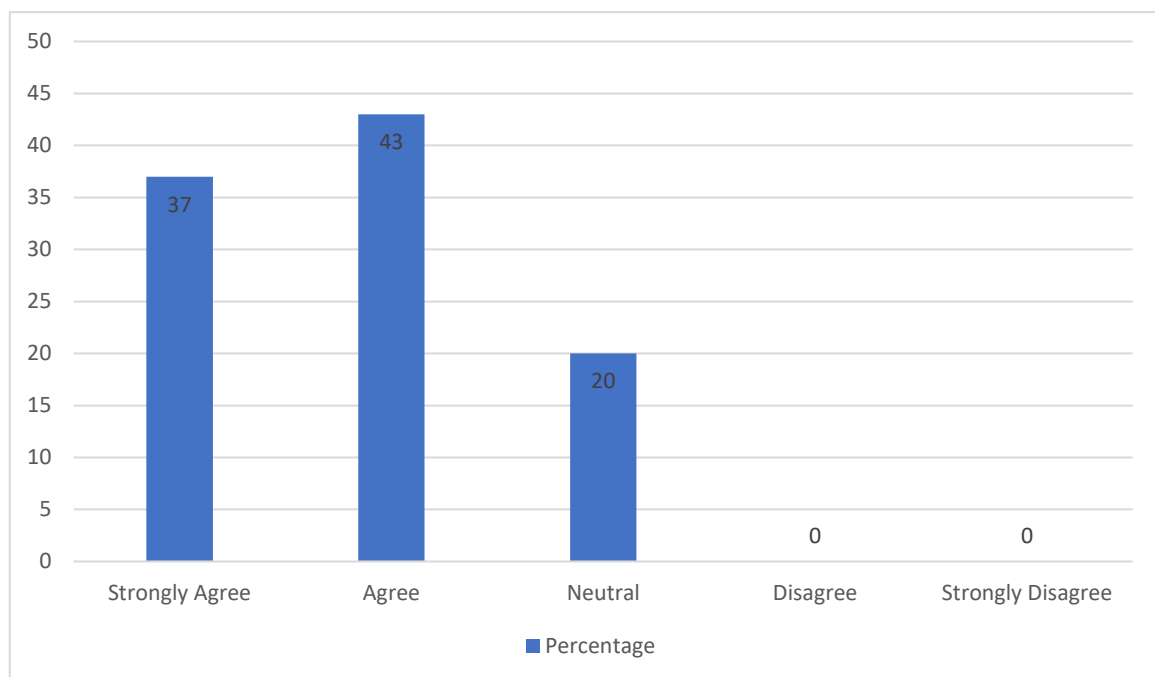
4.10.3: Grievance Handling has resulted into increased employees' cooperation

Table 4.10.3: Table showing whether the Grievance Handling has resulted into increased employees' cooperation/team work and work to resolve conflicts.

Category	Frequency	Percentage
Strongly Agree	37	37
Agree	43	43
Neutral	20	20
Disagree	0	0
Strongly Disagree	0	0
Total	100	100

(Source: Primary data)

Figure 4.10.3: Figure showing whether the Grievance Handling has resulted into increased employees' cooperation/team work and work to resolve conflicts.



Interpretation:

The study outcomes on figure 4.10.3 above indicates that 37% of the respondents strongly agree that the Grievance Handling has resulted into increased employees' cooperation/team work and work to resolve conflicts. 43% agree towards the same while there is no percentage of disagreement to the statement. However, 20% of the respondents marked their response as neutral in the survey.

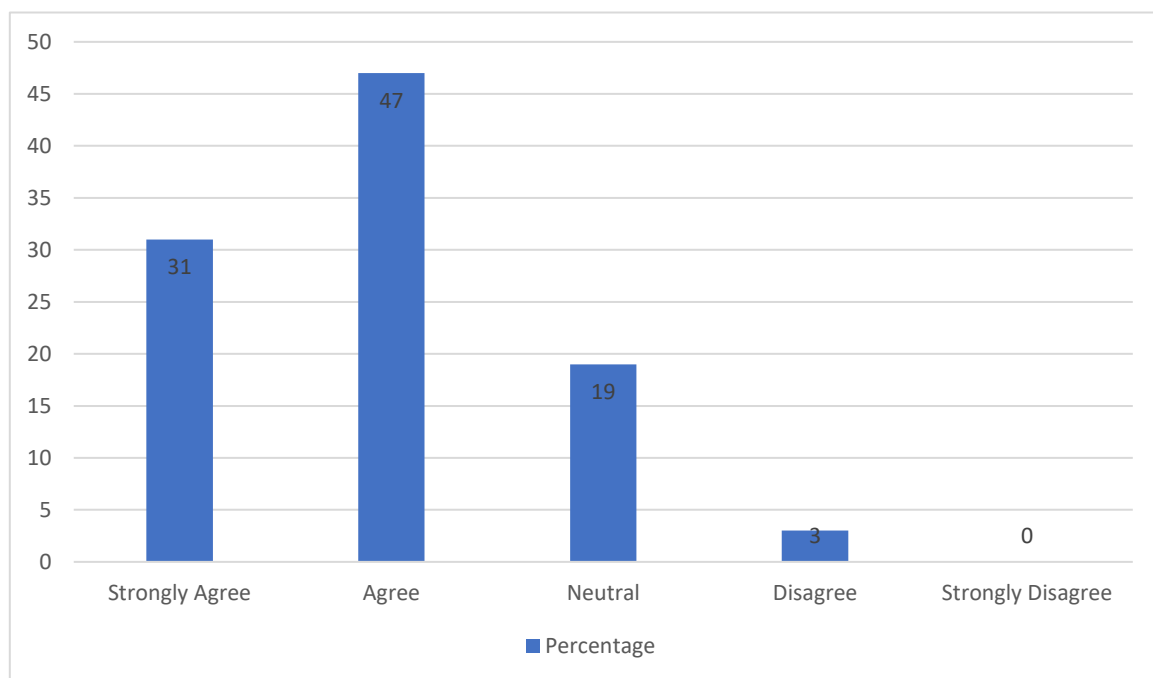
4.10.4: Grievance Handling has enhanced employee's commitment

Table 4.10.4: Table showing whether the Grievance Handling has enhanced employee's commitment to the organisation.

Category	Frequency	Percentage
Strongly Agree	31	31
Agree	47	47
Neutral	19	19
Disagree	3	3
Strongly Disagree	0	0
Total	100	100

(Source: Primary data)

Figure 4.10.4: Figure showing whether the Grievance Handling has enhanced employee's commitment to the organisation.



Interpretation:

The study outcomes on figure 4.10.4 above indicates that 31% of the respondents strongly agree that the Grievance Handling has enhanced employee's commitment to the organisation. 47% agree towards the same while 3% disagree and none of the respondents strongly disagreed to the statement. 19% of the respondents marked their response as neutral in the survey.

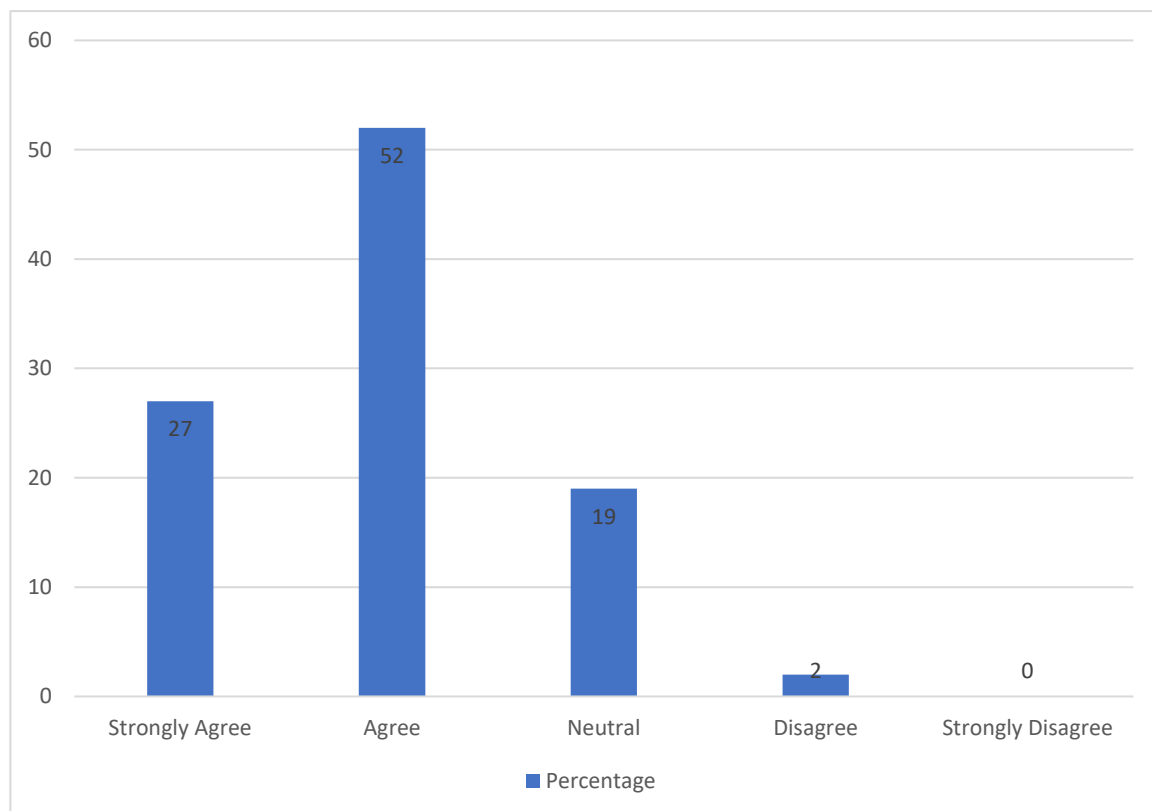
4.10.5: Grievance Handling has resulted in increased competency

Table 4.10.5: Table showing whether the Grievance Handling has resulted in increased competency in the manner in which employees perform assigned jobs completing work on time with minimal errors.

Category	Frequency	Percentage
Strongly Agree	27	27
Agree	52	51
Neutral	19	19
Disagree	2	2
Strongly Disagree	0	0
Total	100	100

(Source: Primary data)

Table 4.10.5: Table showing whether the Grievance Handling has resulted in increased competency in the manner in which employees perform assigned jobs completing work on time with minimal errors.



Interpretation:

The study outcomes on figure 4.10.5 above indicates that 27% of the respondents strongly agree that the Grievance Handling has resulted in increased competency in the manner in which employees perform assigned jobs completing work on time with minimal errors. 52% agree towards the same while 2% disagree and none of the respondents strongly disagreed to the statement. 19% of the respondents marked their response as neutral in the survey.

CHAPTER - 5

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Summary of Findings

The project was carried out at Kerala Feeds Limited on the topic “Influence of Grievance Handling Mechanism on Employee work performance with reference to Kerala feeds Ltd.”

The source for analysis were collected as primary data.

The first chapter deals with introduction to the study, it also contains research methodology, scope of the study etc. The second chapter reveals the review of literature, the previous studies supporting the topic. The third chapter is about all the theories of grievance handling and company profile. The fourth chapter is the data analysis and interpretation. The data analysis is done by percentage method.

Most of the employees are aware about the grievance redressal mechanism. They are satisfied the grievance handling mechanism of the organization and also say that the grievance handling mechanism influence a major part of their work performance.

5.1.1 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.

5.1.2 Influence of Grievance handling mechanism on Employee work performance

The study revealed that grievance handling influences employees performance as it has promoted and maintained employee satisfaction 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.

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' performance.

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 absentees enabling improvement in their performance.

5.1.3 Major Findings

- 36%, which is majority of the respondents were of the age bracket (18-28), 30% were of the age bracket (29-39), 20% were of (40-50) age bracket and the rest 13% were of their age bracket 50 and above.
- 27% of the respondents are from the Top level, 32% are from the middle level and the majority i.e, 41% of the respondents were from the Low level.
- 25% of the respondents are with Kerala Feeds below 5 years, 27% between 6-10 years, 33% are from 11-15 years and the rest 15% of the respondents are with Kerala Feeds for over 15 years.
- 82% which is a greater part of the respondents were aware of the Grievance Handling procedure of the organisation and the rest 18% are ignorant of the same.
- 62% of the respondents strongly agree that the organisation has established a prompt and effective grievance handling mechanism. 18% agree towards the same while 7% disagree and 5% strongly disagree to the statement. 8% shows a neutral response.

- 71% of the respondents strongly agree that the grievance handling mechanism has improved perceptions of fairness and equity in the organisation. 13% agree towards the same while 8% disagree and 5% strongly disagree to the statement.
- 53% of the respondents strongly agree that Grievance Mechanism has enabled employees ‘to have their say’ at progressive high levels of decision-making. 22% agree towards the same while 12% disagree and 7% strongly disagree to the statement. 6% of the respondents marked their response as neutral in the survey.
- 80% of the respondents strongly agree that they are aware of the problem happening in their work area. 9% agree towards the same while 8% disagree and no one has strongly disagreed to the statement. 3% of the respondents marked their response as neutral in the survey.
- 43% of the respondents strongly agree that they are aware of whom to report the problem. 39% agree towards the same while 8% disagree and 7% strongly disagree to the statement. 3% of the respondents marked their response as neutral in the survey.
- 27% of the respondents strongly agree that the person is available to whom the problem is to be reported. 35% agree towards the same while 19% disagree and 4% strongly disagree to the statement. 15% of the respondents marked their response as neutral in the survey.
- 25% of the respondents strongly agree that the person is available to whom the problem is to be reported. 43% agree towards the same while 9% disagree and 11% strongly disagree to the statement. 12% of the respondents marked their response as neutral in the survey.
- 19% of the respondents strongly agree that they had reported the problem immediately. 33% agree towards the same while 24% disagree and 11% strongly disagree to the statement. 13% of the respondents marked their response as neutral in the survey.
- 34% of the respondents strongly agree that the management has accepted the proposal. 47% agree towards the same while 5% disagree and 2% strongly disagree to the statement. 12% of the respondents marked their response as neutral in the survey.
- 32% of the respondents strongly agree that the management has inspected/checked in person to the problem area. 38% agree towards the same while 13% disagree and 16% strongly disagree to the statement. 1% of the respondents marked their response as neutral in the survey.

- 37% of the respondents strongly agree that the management has communicated to the concerned people involved in the problem. 46% agree towards the same while 5% disagree and 2% strongly disagree to the statement. 10% of the respondents marked their response as neutral in the survey.
- 23% of the respondents strongly agree that the management has identified the root causes of the problem. 34% agree towards the same while 16% disagree and 15% strongly disagree to the statement. 12% of the respondents marked their response as neutral in the survey.
- 21% of the respondents strongly agree that the management has taken steps to solve the problem. 41% agree towards the same while 18% disagree and 7% strongly disagree to the statement. 13% of the respondents marked their response as neutral in the survey.
- 17% of the respondents strongly agree that the problem was fully solved. 37% agree towards the same while 24% disagree and 6% strongly disagree to the statement. 16% of the respondents marked their response as neutral in the survey.
- 15% of the respondents strongly agree that they are ready to give other solutions. 39% agree towards the same while 29% disagree and 4% strongly disagree to the statement. 13% of the respondents marked their response as neutral in the survey.
- 27% of the respondents strongly agree that they are satisfied with the solutions arrived. 32% agree towards the same while 19% disagree and 5% strongly disagree to the statement. 17% of the respondents marked their response as neutral in the survey.
- 29% of the respondents strongly agree that they are satisfied with the procedure followed by the management to solve the issue. 35% agree towards the same while 17% disagree and 4% strongly disagree to the statement. 15% of the respondents marked their response as neutral in the survey
- 34% of the respondents strongly agree that they are ready to support the management in the future. 37% agree towards the same while 9% disagree and none has strongly disagreed to the statement. 20% of the respondents marked their response as neutral in the survey.
- 26% of the respondents strongly agree that are willing to report personal problems related to their job. 41% agree towards the same while 21% disagree and none has strongly disagreed to the statement. 12% of the respondents marked their response as neutral in the survey.

- 31% of the respondents strongly agree that would encourage others to report problems. 40% agree towards the same while 9% disagree and none has strongly disagreed to the statement. 20% of the respondents marked their response as neutral in the survey.
- 21% of the respondents strongly agree that an awareness program was conducted in relationship with the problem. 41% agree towards the same while 18% disagree and 7% strongly disagree to the statement. 13% of the respondents marked their response as neutral in the survey.
- 19% of the respondents strongly agree that the management has already given the instructions for such problems. 43% agree towards the same while 15% disagree and 8% strongly disagree to the statement. 15% of the respondents marked their response as neutral in the survey.
- 17% of the respondents strongly agree that Safety precautions and equipment's are provided properly. 61% agree towards the same while 8% disagree and 3% strongly disagree to the statement. 11% of the respondents marked their response as neutral in the survey.
- 29% of the respondents strongly agree that the Grievance Handling has promoted and maintained employee satisfaction. 42% agree towards the same while 8% disagree and none of the respondents strongly disagreed to the statement. 21% of the respondents marked their response as neutral in the survey.
- 36% of the respondents strongly agree that the Grievance Handling has facilitated reduction in employee's turnover and absenteeism. 38% agree towards the same while 7% disagree and none of the respondents strongly disagreed to the statement. 19% of the respondents marked their response as neutral in the survey.
- 37% of the respondents strongly agree that the Grievance Handling has resulted into increased employees' cooperation/team work and work to resolve conflicts. 43% agree towards the same while there is no percentage of disagreement to the statement. However, 20% of the respondents marked their response as neutral in the survey.
- 31% of the respondents strongly agree that the Grievance Handling has enhanced employee's commitment to the organisation. 47% agree towards the same while 3% disagree and none of the respondents strongly disagreed to the statement. 19% of the respondents marked their response as neutral in the survey.
- 27% of the respondents strongly agree that the Grievance Handling has resulted in increased competency in the manner in which employees perform assigned jobs

completing work on time with minimal errors. 52% agree towards the same while 2% disagree and none of the respondents strongly disagreed to the statement. 19% of the respondents marked their response as neutral in the survey.

5.2 Suggestions

- Conflict management in the organization will be helpful to reduce the number of grievance rates.
- Gripe 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.
- Meetings to be conducted regularly.
- 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.
- There should be a feedback system on grievance redressal.

5.3 Conclusion

Grievance handling affects employees performance as it has promoted and maintained employee satisfaction 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.

The study reveals that most of the employees are satisfied with the grievance handling mechanism and also organization facing lot of grievance related issues. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the procedure.

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.

APPENDIX

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Questionnaire

Dear Sir/Madam

I'm a student from Naipunnya Business College, Thrissur. As a part of my final year project, I would like to request you to fill this questionnaire as it is aimed at understanding the Influence of Grievance Handling Mechanism on Employee work performance. Your response will be dealt with strict confidentiality and it will be used only for my academic purpose.

Thank you in advance.

1. Name:

2. Gender

(Male) []

(Female) []

3. Age bracket

(18-28) []

(29- 39) []

(40-50) []

(50 and above) []

4. What is your position in the Organization?

Top Level [] Middle Level [] Lower Level []

Others []

5. For how long have you served at Kerala Feeds?

(Below 5 years) [] (6- 10 years) []

(11-15) [] (Over 15 years) []

6. Are you aware about the grievance handling procedure of the organization?

a) Yes

b) No

7. The organization has established a prompt and effective grievance handling mechanism.

a) Strongly agree b) Agree c) Neutral

d) Strongly disagree e) Disagree

8. The grievance mechanism has improved perceptions of fairness and equity in the organization.

a) Strongly agree b) Agree c) Neutral

d) Strongly disagree e) Disagree

9. Grievance mechanism has enabled employees 'to have their say' at progressively high levels of decision-making.

- a) Strongly agree b) Agree c) Neutral
 d) Strongly disagree e) Disagree

10. To what extent are you aware and satisfied with the Grievance Handling mechanism at Kerala Feeds?

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A	I am aware of the problem that happens in my work area.					
	I know whom to report.					
	The person is available (to whom you should report)					
B	I have discussed the problem with others or Union Members.					
	I have reported the problem immediately.					
C	Management has accepted the proposal.					
	Management has inspected / checked in person to the problem area.					
D	Management has communicated to the concerned people involved in the problem.					
	Management has identified the root causes of the problem.					

E	Management has taken steps to solve the problem.					
	The problem is fully solved.					
F	Am ready to give other solutions.					
	Am satisfied with the solutions arrived.					
G	Am satisfied with procedure followed by the management to solve the issue.					
	In future, I will support the management.					
H	I will also report my personal problems. (related to job)					
	I will encourage others to report problems.					
I	Awareness program was conducted in relationship with the Problem.					
	The management has already given you instructions for such problems.					
	Safety precautions and equipment's are provided properly.					

11. A well designed Grievance handling mechanism and its effective management and implementation has an Influence on employee work performance and it influences performance in the following way:

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Grievance handling has promoted and maintained employee satisfaction.					
Grievance handling has facilitated reduction in employee's turnover and absenteeism.					
Grievance handling has resulted into increased employees cooperation/team work and work to resolve conflicts.					
Grievance handling has enhanced employee's commitment to the organization.					
Grievance handling has resulted in increased competency in the manner in which employees perform assigned jobs completing work on time with minimal errors.					