



A Study On Grievance Handling Practices And Their Impact On Industrial Relation

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Abstract: This study investigates grievance handling practices and their impact on industrial relation within the organization. It aims to evaluate the effectiveness, transparency and responsiveness of existing grievance redressal mechanisms. A structured questionnaire was administered to a randomly selected sample of 169 employees. Data was analyzed using SPSS software. The study benchmark current practices against established industrial relation frameworks. Key findings highlight strengths and area for improvement, with recommendations to enhance grievance resolution and promote workplace harmony.

Keywords: Grievance Handling, Industrial Relations, Employee Morale

1. INTRODUCTION

This study focuses on examining the grievance handling practices and analyzing their impact on industrial relations within the organization. Grievance redressal mechanisms are essential for maintaining a balanced and harmonious relationship between employees and management. By addressing grievances in a timely and effective manner, organizations can not only resolve conflicts but also foster a positive work environment that contributes to overall productivity and employee satisfaction. The study also aims to assess whether the existing grievance handling practices align with best practices in the industry and how they affect the overall industrial relations climate.

TYPES OF GRIEVANCES:

Grievances can take many forms, depending on the issues employees face within the organization. Broadly, grievances can be categorized into.

Individual Grievances: These are concerns raised by an individual employee regarding personal issues, such as unfair treatment, discrimination, or dissatisfaction with the job role.

Collective Grievances: These arise when a group of employees collectively experiences similar issues, such as poor working conditions or management practices, which can affect the wider workforce.

CHALLENGES IN GRIEVANCE HANDLING:

Handling grievances effectively is not always a straightforward process, and several challenges can arise in addressing employee complaints:

Lack of Awareness: Employees may not always be aware of the grievance procedures in place, leading to frustration and an inability to address issues.

Ineffective Communication: Misunderstandings, language barriers, or insufficient communication can hinder the resolution process.

Delays in Resolution: Grievances that are not addressed promptly may escalate and create a more tense work environment.

Unfair Treatment: If employees perceive the grievance handling process to be biased or unfair, it can damage trust and create more dissatisfaction.

2. OBJECTIVES OF THE STUDY

1. To analyze the existing grievance handling practices in organization.
2. To evaluate the effectiveness of grievance redressal system in resolving conflicts.
3. To identify the challenges faced by the organization in implementing effective grievance handling system.
4. To examine the role of management in grievance handling and its impact on employee relations.

3.SCOPE OF THE STUDY

This study explores the grievance handling practices and impact industrial relations, employee satisfaction, and organizational culture. It examines the effectiveness of formal and informal grievance mechanisms, the roles of HR and management in conflict resolution. Ultimately, the study aims to provide actionable insights for enhancing grievance management systems and fostering a more harmonious and high-performing workplace.

4.REVIEW OF LITERATURE

Kumar, S., & Mishra V. 2024

In this study, Kumar and Mishra explore how grievance handling can be a tool for organizational change while maintaining positive industrial relations. The authors suggest that when organizations address grievances effectively, they not only resolve immediate issues but also gain valuable insights into systemic problems within the workplace. This information can then be used to drive organizational change, improving working conditions and overall employee satisfaction.

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5.RESEARCH METHODOLOGY

The study uses a descriptive research design to examine the relationship between organizational climate and deviant work behavior. A sample size of 169 employees was selected using convenience sampling from a total population of 300. Data collection follows quantitative methods, and since the data is not normally distributed, non-parametric tools were applied for analysis.

6.DATA ANALYSIS AND INTERPRETATION

Categories	Sub categories	No. of respondents	Percentage (%)
Age	18-25	61	37.3
	26-30	63	36.1
	31-45	31	18.3
	45 and above	14	8.3
Gender	Male	122	72.2
	Female	47	27.8
Educational Qualification	SSLC&HSLC	49	29
	Master's degree	46	27.3
	Bachelor's degree	66	39.1
	Others	8	4.7
Experience	Less than 1 year	52	30.8
	1-3 years	53	31.4
	4-6 years	58	25.4
	7-10 year	43	7.1
	More than 10 years	12	5.3
Total	All categories	169	100

FINDINGS:

The majority of respondents 37.3% are aged 18–25, followed closely by 36.1% aged 26–30, 18.3% aged 31–45, and 8.3% aged 45 and above. Most respondents are male 72.2%, while 27.8% are female. In terms of educational qualification, 39.1% hold a Bachelor's degree, 29% have completed SSLC or HSLC, 27.3% have a Master's degree, and 4.7% reported other qualifications. Regarding work experience, 31.4% have 1–3 years of experience, 30.8% have less than 1 year, 25.4% have 4–6 years, 7.1% have 7–10 years, and 5.3% have more than 10 years.

INFERENCE:

- It is inferred that the majority of the respondents are male.
- It is inferred that the majority of the respondents are employees belonging to the age group of 18-25.
- It is inferred that the majority of the respondents are employees possessing the educational qualification of a Bachelor's degree.
- It is inferred that the majority of the respondents are employees with 1-3 Years Experience.

Figure 1: Demographic profile

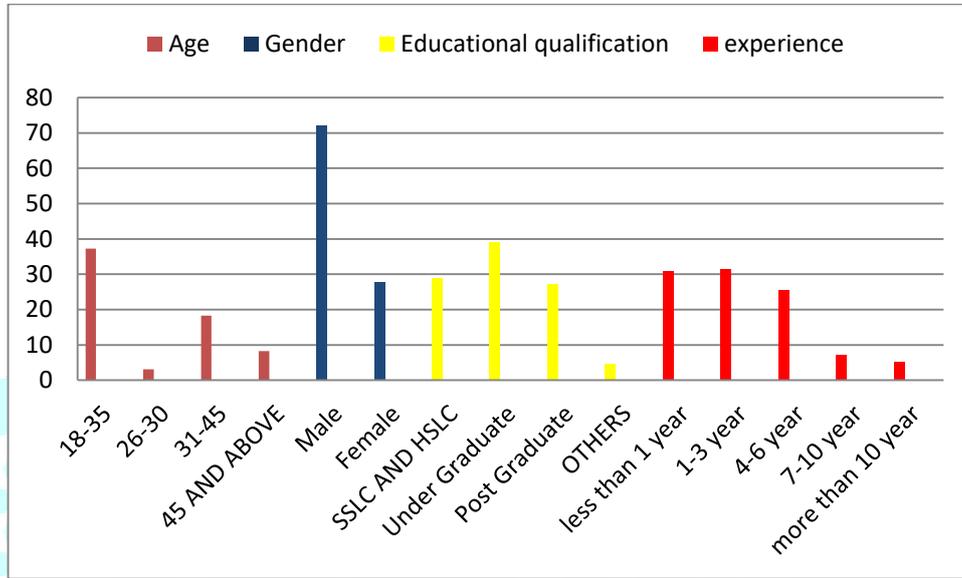


Figure 1: Demographic profile

6.2 STATISTICAL TOOLS

MANN-WHITNEY U-TEST

Null hypothesis: There is no significant difference between the gender and confidentiality in organization.

Alternative hypothesis: There is a significant difference between the gender and confidentiality in organization

Table 2: mann-whitney u-test

Test Statistics	
	CONFIDENTIALITY
Mann-Whitney U	2162.500
Wilcoxon W	3290.500
Z	-2.570
Asymp. Sig. (2-tailed)	.010

a. Grouping Variable: GENDER

INTERPRETATION:

Since the p-value 0.010 is less than 0.05, we reject the null hypothesis. This indicates that there is a statistically significant difference in the perception of confidentiality between male and female respondents

KRUSKAL WALIS TEST:

Null hypothesis: There is no significant difference in effectiveness of grievance redressal system in resolving conflict in different experience group.

Alternative hypothesis: There is significant difference in effectiveness of grievance redressal system in resolving conflict in different experience group.

Table 3-kruskal walis t-test

Test Statistics ^{a,b}	
	HOW EFFECTIVE DO YOU THINK THE GRIEVANCE REDRESSAL SYSTEM IN RESOLVING ISSUES?
Chi-Square	4.689
df	4
Asymp. Sig.	0.321

a. Kruskal Wallis Test

b. Grouping Variable: EXPERIENCE

INTERPRETATION:

Since the p-values are greater than 0.05, we fail to reject the null hypothesis. There is no significant difference in the perception of the effectiveness of the grievance redressal system among employees with different levels of experience.

SPEARMAN RANK CORRELATION

Null hypothesis: The variables are not statistically significant.

Alternative hypothesis: The variables are statistically significant.

Table 04-spearman rank correlation

	DIFFERENT TYPES OF GRIEVANCE EMPLOYEES FACE IN ORGANISATION	PRIMARY RESPONSIBLE FOR HANDLING GRIEVANCES IN YOUR ORGANISATION
DIFFERENT TYPES OF GRIEVANCE EMPLOYEES FACE IN	Correlation Coefficient	1
		-0.058

ORGANISATION	Sig. (2-tailed)	.	0.454
	N	169	169
PRIMARY RESPONSIBLE FOR HANDLING GRIEVANCES IN YOUR ORGANISATION	Correlation Coefficient	-0.058	1
	Sig. (2-tailed)	0.454	.
	N	169	169

INTERPRETATION:

Since the p-value 0.454 is greater than 0.05, we fail to reject the null hypothesis. This indicates that there is no significant relationship between the types of grievances employees face and the primary person responsible for handling grievances in the organization.

7.SUMMARY OF FINDINGS

1. The majority of the respondents are male.
2. It is inferred that the majority of the respondents are employees belonging to the age group of 18-25.
3. It is inferred that the majority of the respondents are employees possessing the educational qualification of a Bachelor's degree.
4. It is inferred that the majority of the respondents are employees with 1-3 Years Experience
5. There is a statistically significant difference in the perception of confidentiality between male and female respondents.
6. There is no significant difference in the perception of the effectiveness of the grievance redressal system among employees with different levels of experience.
7. There is no significant relationship between the types of grievances employees face and the primary person responsible for handling grievances in the organization.

8.SUGGESTION

- It is suggested that grievance-handling staff be trained in gender sensitivity to ensure both male and female employees feel equally secure in raising concerns.
- A standardized grievance redressal process should be established to clearly define who handles what type of grievance, improving consistency and trust.
- Since most respondents are young with limited experience, grievance-related communication should be simplified and relatable to their level.
- Regular workshops and awareness sessions can help employees across all experience levels understand and trust the grievance redressal system better.

9.CONCLUSION

The study shows that male and female employees view confidentiality differently. However, experience level and grievance type do not affect how employees see the grievance redressal system. This means organizations should create a clear and fair process for handling grievances. Improving these systems can help build better employee relations. Additionally, regular training and transparent communication are essential to ensure all employees trust and understand the grievance process. Implementing these improvements will lead to a more positive and productive work environment.

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