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"A STUDY ON EMPLOYEE GRIEVANCE HANDLING PROCEDURE IN BRITE BROTHERS LIMITED"

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ABSTRACT

Employee grievance handling is an essential component of human resource management that helps organizations maintain a healthy and productive work environment. Grievances arise when employees experience dissatisfaction regarding working conditions, compensation, promotions, welfare facilities, communication, or relationships with supervisors and colleagues. Effective grievance handling procedures enable organizations to identify employee concerns, resolve disputes, and improve workplace harmony. This study examines the grievance handling procedure adopted by Brite Brothers Limited and evaluates employee satisfaction regarding the existing grievance redressal mechanism. The study highlights the importance of communication, transparency, fairness, and timely resolution of grievances. The findings indicate that most employees are satisfied with the grievance handling system, while certain areas such as communication and interpersonal relationships require further improvement

Introduction

Human resources are considered the most valuable assets of an organization. Employee satisfaction directly influences productivity, commitment, and organizational success. When employees experience dissatisfaction regarding employment conditions, grievances arise.

Grievance handling procedures provide a formal mechanism for employees to communicate their concerns and seek fair resolutions. Effective grievance management promotes trust, transparency, and positive industrial relations.

OBJECTIVES OF GRIEVANCE HANDLING

1. Identifying employee dissatisfaction.
2. Providing fair and timely resolution.
3. Maintaining industrial peace and harmony.
4. Increasing employee trust and confidence.
5. Enhancing productivity and efficiency.
6. Reducing conflicts and disputes.

REVIEW OF LITERATURE

1. Sonai Hunter and Kleiner (2021) emphasized that effective grievance handling procedures improve employee morale and reduce workplace conflicts.
2. Cristina Balaneasa and Aurel Manolescu (2022) stated that grievance management contributes significantly to organizational productivity and employee satisfaction.
3. Dr. Gomathi (2023) found that grievance management plays a crucial role in improving employee performance and workplace relationships.
4. Dr. G. Karthi (2024) observed that transparent grievance handling procedures strengthen employee confidence and trust in management.

NEED FOR THE STUDY

Employee grievances influence productivity, motivation, and workplace harmony. Understanding employee

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perceptions regarding grievance handling helps organizations improve their human resource practices and create a positive work environment.

MEANING OF EMPLOYEE GRIEVANCE

A grievance is any feeling of dissatisfaction, injustice, or complaint experienced by an employee regarding employment conditions.

- Working conditions
- Salary and wages
- Promotions and transfers
- Welfare facilities
- Safety measures
- Relationship with supervisors
- Organizational policies

DEFINITIONS OF GRIEVANCE

According to Keith Davis, a grievance is "any real or imagined feeling of personal injustice which an employee has concerning his employment relationship."

According to Dale Yoder, a grievance refers to "a written complaint filed by an employee claiming unfair treatment regarding employment conditions."

These definitions indicate that grievance handling is essential for maintaining employee satisfaction and organizational effectiveness.

CONCEPT OF EMPLOYEE GRIEVANCE: Employee grievance refers to any complaint, dissatisfaction, or feeling of injustice related to employment conditions. Grievances may be expressed formally or informally and can arise from various workplace situation

CAUSES OF EMPLOYEE GRIEVANCES

Employee grievances may arise due to several factors. Understanding these causes helps organizations take preventive measures.

1. **Compensation Issues**
2. Employees may feel dissatisfied with salaries, incentives, bonuses, allowances, or benefits. Perceived inequity in compensation often becomes a major source of grievance.
3. **Promotion and Career Growth:** Employees may experience dissatisfaction when promotions are delayed, denied, or perceived as unfair.
4. **Working Conditions:** Poor workplace facilities, inadequate safety measures, unhealthy environments, and excessive workload can create employee dissatisfaction.
5. **Job Security**
6. Uncertainty regarding employment status, transfers, or layoffs may result in anxiety and grievances.

NEED FOR GRIEVANCE HANDLING PROCEDURE

A grievance handling procedure is essential for every organization because it provides employees with a formal mechanism to express their concerns.

The major needs include:

- Providing a platform for employee complaints.
- Preventing minor issues from becoming major conflicts.
- Promoting employee satisfaction and motivation.
- Strengthening industrial relations.
- Encouraging open communication.

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ROLE OF HUMAN RESOURCE MANAGEMENT

The Human Resource department plays a crucial role in grievance handling. HR professionals are responsible for:

- Educating employees.
- Investigating complaints.
- Maintaining records.
- Ensuring fairness.
- Facilitating communication.
- Monitoring outcomes.

SCOPE OF THE STUDY:

The scope of the study is limited to employees of Brite Brothers Limited. The study examines employee perceptions regarding grievance handling practices and their satisfaction levels.

- Working conditions
- Welfare measures
- Communication systems
- Record maintenance
- Employee relationships
- Transparency in grievance handling

RESCARCH METHODOLOGY

Research methodology is way to systematically solve the research problem. It is a plan of action for a research project and explains in detail how data are collected and anaiyse This research study is a descriptive research study.

Primary data: -

Primary data was collected from the employees of Brite Brothers Limited by using a structured Questionnaire.

Secondary data: -

Secondary data was collected from journals, Books, and Magazines, previous thesis work and from company profiles.

DATA ANALYSIS AND ,INTERPRETATION

AGE OF RESPONDENTS

TABLE NO:1.1

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
below 25yrs	31	31.0	31.0	31.0
26-30yrs	20	20.0	20.0	51.0
31-35yrs	17	17.0	17.0	68.0
Valid				
36-40yrs	22	22.0	22.0	90.0
above 40yrs	10	10.0	10.0	100.
Total	100	100.0	100.0	0

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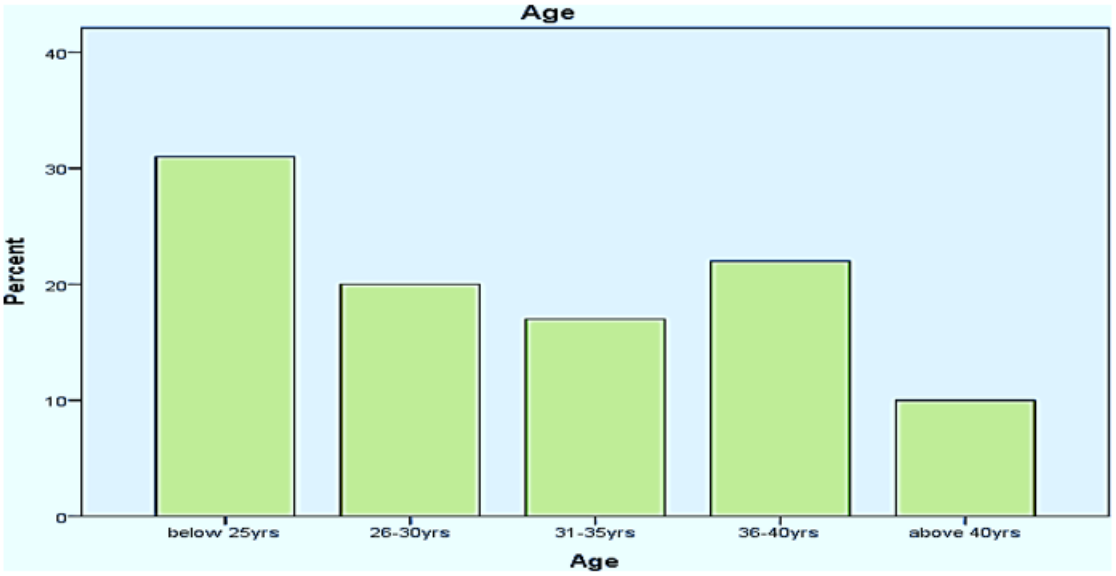
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CHART NO: 1.2 AGE

OFRESPONDENTS



INTERPRETATION:

From the above table it is inferred that 37% of the respondents fall under the Category of below 25 years and 10% of respondents fall under the category of above 40 years.

EXPERIENCE TABLE NO: 2.1

Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5yrs	41	41.0	41.0	41.0
	6-10yrs	31	31.0	31.0	72.0
	11-15yrs	25	24.0	24.0	97.0
	15-20yrs	1	1.0	1.0	98.0
	Above 20yrs	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

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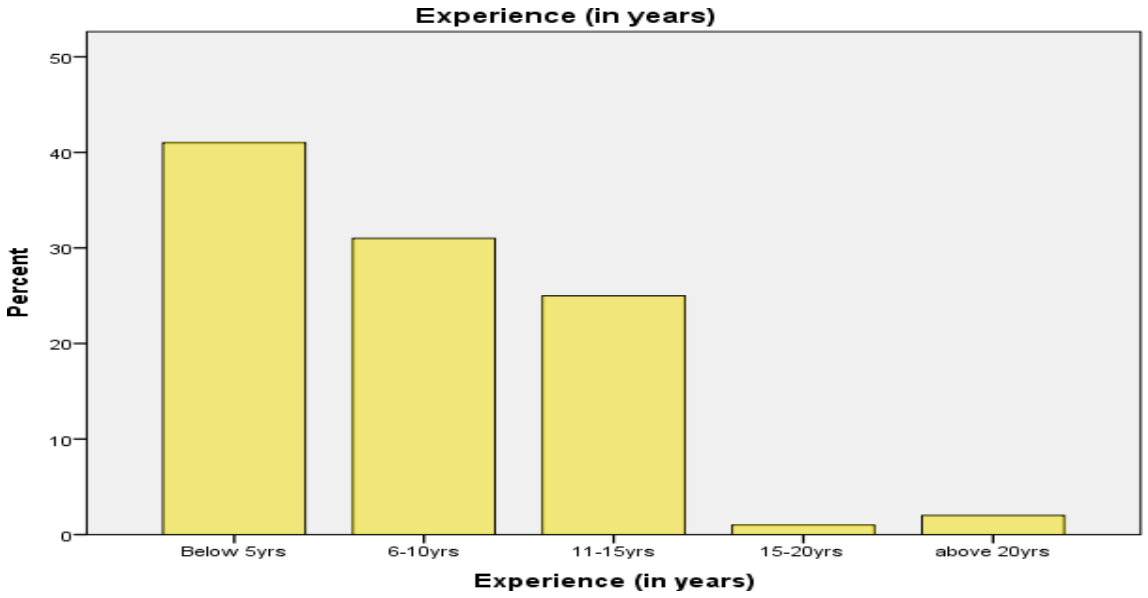
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CHART NO: 2.2 EXPERIENCE



INTERPRETATION:

From the above table it is inferred that 41%of respondents are below 5 years and 1% of respondents are 15-20 years of experience.

EMPLOYEES INCOME TABLE NO: 3.1

Factors		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 5000	9	9.0	9.0	9.0
	6000-10000	23	23.0	23.0	32.0
	11000-15000	47	47.0	47.0	79.0
	16000-20000	15	14.0	14.0	94.0
	20000&above	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

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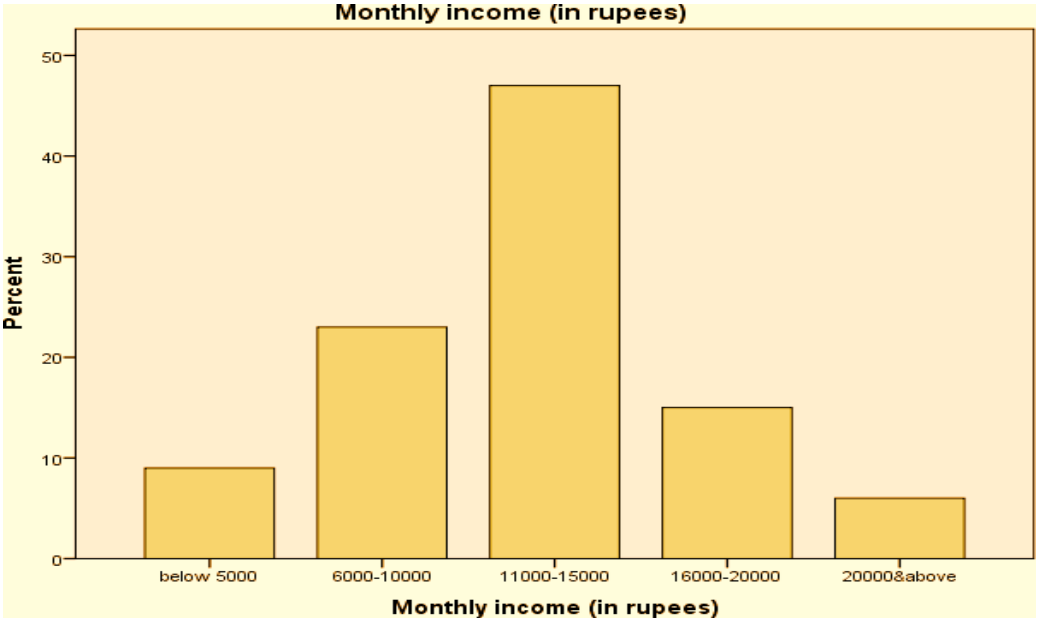
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CHART NO:3.2

EMPLOYEES INCOME



INTERPRETATION:

From the above table it is inferred that 47% of respondents are 11000-15000 income and6% of respondents are above 20000 incomes

FIDDINGS AND SUGGESTIONS

FINDINGS

1. Employees are generally aware of grievance procedures.
2. Most employees are satisfied with grievance committee members.
3. Working conditions are considered satisfactory.
4. Communication systems need improvement.
5. Employee welfare measures receive positive responses.
6. Transparency exists in grievance handling.
7. Employees trust management to address grievances.

SUGGESTIONS

1. Improve communication channels.
2. Conduct grievance awareness programs.
3. Strengthen welfare measures.
4. Encourage employee participation.
5. Ensure timely grievance resolution.
6. Enhance workplace safety.
7. Provide training to supervisors.

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CONCLUSION

Employee grievance handling plays a vital role in maintaining organizational harmony and employee satisfaction. The study concludes that Brite Brothers Limited has established an effective grievance handling system that addresses employee concerns and promotes healthy industrial relations.

Most employes express satisfaction with grievance handling procedures, committee members, and workplace conditions. However, continuous improvement in communication, welfare facilities, and employee engagement can further strengthen the effectiveness of the grievance redressal mechanism.

An efficient grievance handling procedure not only resolves employee complaints but also contributes significantly to organizational growth, productivity, and long-term success.

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