
A STUDY ON GRIEVANCE REDRESSAL OF EMPLOYEES IN VARIOUS INDUSTRIAL SECTORS

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For industries to maintain a positive and productive work environment, effective grievance redressal procedures are essential. Investigating the grievance redressal practices used by different industrial companies and assessing how well they handle employee issues are the goals of this study. If grievances are not resolved, they may result in low productivity, high employee turnover, industrial unrest, and discontent. Employee morale and organizational cohesion therefore depend on an effective and transparent grievance handling mechanism.

Using a mixed-method approach, the study combines qualitative interviews with quantitative surveys from a few chosen businesses. It looks into the kinds of complaints that are frequently filed, including problems with pay, harassment at work, difficulty with promotions, and working conditions. The study also looks at how well-informed employees are about grievance procedures and how fair and accessible they believe the redressal process to be.

The results show that although formal grievance redressal processes are in place in the majority of businesses, employee faith in the system and how well they are implemented vary greatly.

Effective grievance resolution is frequently hampered by elements including managerial attitude, procedural delays, lack of secrecy, and fear of reprisals. Regular training, policy understanding, prompt action, and the involvement of third-party mediation in serious cases are all stressed in the study.

The impact of grievance redressal mechanisms on employee satisfaction and industrial relations is better understood thanks to this study. It makes recommendations for tactical changes to strengthen worker voice, uphold justice, and promote a cooperative work environment. HR specialists and business executives may find the suggestions useful in creating strong procedures to handle employee complaints more effectively.

Keywords: *Grievance redressal, employee satisfaction, industrial relations, workplace conflict, HR management, employee voice, organizational justice, dispute resolution, employee engagement, industry practices*

INTRODUCTION

Human resources are widely acknowledged as an organization's most significant asset in the ever-changing industrial landscape of today. A company's culture, reputation, and long-term viability are all influenced by its workforce in addition to its productivity and profitability. Nonetheless, industrial firms frequently struggle to manage a sizable and diverse staff, which can result in disputes, miscommunications, and complaints. Regarding work circumstances, policies, interpersonal concerns, or perceived unfairness, a grievance is any type of complaint or dissatisfaction that an employee has and may or may not formally or informally voice.

Grievance redressal is the method by which businesses promptly and methodically handle and settle employee grievances.

Employers must have an efficient grievance redressal system in place to protect workers' rights and foster an environment of openness, respect, and trust. It is essential for preventing little disagreements from turning into larger ones, industrial strikes, or court cases. Moreover, it nurtures workers' mental health, which is critical for engagement, motivation, and output.

Most industrial facilities have grievance redressal frameworks in place, but their efficacy varies because of things like bad implementation, ignorance, insufficient training, and biased complaint handling.

“A common worry among workers is retaliation, or they think that complaining could negatively impact their career advancement or job security. A poisonous work atmosphere and a steady erosion of management trust

MIGHT RESULT FROM THESE IMPRESSIONS, WHICH CAN LEAD TO UNSOLVED DIFFICULTIES.

This study looks into the grievance redressal mechanisms used in various industries, with an emphasis on the real-world procedures, difficulties, and opinions of employees. It seeks to determine the degree to which these

systems meet the goals of the company and employee expectations. The study also investigates the accessibility, equity, confidentiality, and results-orientedness of current methods.”

Given the growing complexity and competition in industrial sectors, businesses cannot afford to overlook employee discontent. Ineffective grievance handling can result in low morale, decreased production, high attrition rates, and harm to one's reputation. A prompt and open grievance procedure, on the other hand, can improve industrial relations, foster open communication, and increase employee loyalty.

Additionally, in recent years, human resource management has become more well-known for its role in grievance redress.

Employee welfare and corporate objectives must be balanced, and HR professionals are expected to serve as counselors and mediators in addition to enforcing policies. Technology has also started to have an impact on grievance management; digital systems enable quicker complaint tracking, registration, and resolution.

The increasing emphasis on legal compliance, labor rights, and corporate social responsibility further supports the study's applicability. Several labor regulations in India require the creation of grievance panels, particularly in larger enterprises. However, little empirical evidence exists on the practical operation of these mechanisms, especially when comparing various industries and organizational sizes.

In order to offer useful insights into the current situation of grievance redressal in industrial groups, this research will examine these dimensions. Additionally, it will make recommendations for policies and best practices to increase these systems' responsiveness, equity, and efficiency. In the end, the research adds to the larger conversation about employee relations and organizational growth by reaffirming that hearing and resolving employee issues is not only required by law but also strategically essential.

NEED FOR RESEARCH

In a time of swift industrialization, globalization, and changing workplace dynamics, managing employee relations is becoming more and more difficult for businesses. In human resource management, grievance redressal is one of the most important but sometimes disregarded components. While there may be written rules and processes for addressing employee complaints, it is frequently unclear how they will be really implemented, how effective they will be, and whether or not employees will accept them. It is clear from this discrepancy between policy and practice that systematic research in this field is desperately needed.

Since they are essential to a company's success, employees must feel safe, respected, and heard. If their issues are not resolved, they may become dissatisfied, miss work, become less productive, and eventually have significant attrition rates. In addition to having an impact on employee morale, these difficulties have the potential to worsen and lead to more significant organizational concerns like labor disputes, legal issues, and reputational harm. Many industries still do not prioritize grievance redressal as a strategic priority in spite of these implications.

Furthermore, the issue may be made worse in the Indian industrial setting by hierarchical organizational structures, a heterogeneous workforce, and a lack of knowledge about rights and processes. Grievance committees and formal procedures are required by labor regulations, although employee awareness and trust in these processes vary greatly.

This disparity necessitates a thorough analysis of grievance redressal systems' actual operational procedures and the enhancements required to increase their efficacy.

Additionally, as the importance of moral behavior, worker welfare, and organizational justice grows, businesses are required to do more than just comply with regulations; they must also cultivate a culture in which complaints are promptly and fairly resolved. This study is necessary to evaluate the state of grievance redressal procedures as they stand today, find any gaps, and make practical suggestions for enhancement.

With an emphasis on organizational procedures, industry-specific issues, and employee viewpoints, this study seeks to provide insightful information that can guide the creation of policies, improve HR procedures, and eventually create more peaceful industrial workplaces.

RESEARCH GAP

It has long been recognized that grievance redressal mechanisms are essential to human resource management and industrial relations. The legal frameworks governing grievance management, the reasons for employee grievances, and general grievance resolution procedures have all been the subject of numerous studies. Even so, there are still a number of important gaps that need to be filled, especially in light of changing industrial contexts, regional diversity, corporate culture, and employee awareness.

A primary research gap that has been discovered is the dearth of empirical studies that are specific to a given industry. Although there is literature on grievance redressal procedures in a broad industrial context, few studies distinguish across sectors like manufacturing, computer technology, pharmaceuticals, and textiles.

The nature and resolution of complaints are influenced by the distinct organizational structures, work conditions, and workforce makeup of each industry. A corporate IT company's concerns may be very different from those of a labor-intensive manufacturing facility. Industry-specific research that takes into account the local factors and adapts grievance handling strategies appropriately is obviously needed.

The lack of attention to the employee's point of view is another notable disparity. The majority of current research frequently focuses on managerial tactics or organizational policies without giving enough thought to how employees view these systems. Questions like: Are employees aware of their rights and the processes available to them? Do they trust the grievance redressal process? Do they feel comfortable voicing their concerns? These have not been adequately addressed.

With a considerable power distance in organizational hierarchies and employees sometimes fearing discrimination or reprisal if they file complaints, this gap is especially significant in India and other developing nations.

A related problem is that employees and even some HR professionals lack knowledge and training on grievance redressal processes. Despite the official existence of grievance redressal frameworks, research has shown that many employees are still ignorant of their rights and the correct procedures for filing a claim. Frequently, this ignorance leads to unresolved discontent that causes high attrition, informal and unrecorded complaint settlement, or underreporting of problems. However, there aren't many empirical research that examine how this ignorance affects the practical efficacy of grievance processing.

The effectiveness and efficiency of grievance redressal procedures are other areas that receive little attention. Organizational documents may include grievance committees and procedures, but stated policy and actual implementation are sometimes at odds.

The results of grievance redressal procedures, including duration of complaint resolution, grievance recurrence, post-settlement employee satisfaction, and long-term effects on organizational culture and morale, have been the subject of very few research. An important research restriction is the lack of measures or standards for gauging the effectiveness of grievance handling.

Moreover, the incorporation of technology into grievance redressal processes has not been extensively studied. In the era of digital transformation, a lot of HR tasks, such as hiring, onboarding, and performance reviews, have shifted to online platforms.

However, the grievance redressal function has been sluggish to embrace digital means. Although online grievance portals, anonymous reporting platforms, and mobile applications for recording grievances are becoming more popular, there is still a dearth of scholarly research on their use, efficacy, and employee acceptance. To learn how technology might enhance accessibility, confidentiality, transparency, and grievance management speed— particularly in large organizations or multi-location enterprises— more research is required.

Furthermore, not enough research has been done on how leadership and organizational culture affect grievance management. The degree to which channels of communication are open or restricted in a workplace is greatly influenced by organizational culture. Whereas participative cultures may promote candid communication, hierarchical or authoritarian cultures may silence employee voices in many firms.

Inclusion and diversity in grievance redressal procedures represent another growing disparity. With workplaces becoming more diverse—with workers of various sexes, races, skill levels, and backgrounds—it is critical to investigate the extent to which grievance management procedures are inclusive. Is it easy for women to report instances of sexual harassment or discrimination, for example? Grievance panels are trained to handle delicate issues impartially. Do junior employees' grievances receive different treatment than those of senior employees? Current research does not sufficiently address these problems.

Furthermore, thorough research has not been done on how grievance redressal affects organizational outcomes including productivity, retention, innovation, and brand reputation. Despite the widespread knowledge that unanswered complaints can have detrimental effects,

This gap offers future scholars the chance to investigate the strategic importance of strong grievance redressal procedures and develop a business case for their enhancement.

Finally, there is a dearth of comparative research across sectors, organizational sizes, and territories. How do grievance redressal procedures in major corporations and small and medium-sized businesses (SMEs) differ, for instance? Are complaints handled differently by public sector entities than by private ones? Which regional or cultural distinctions affect how grievances are handled in North and South India? Examining grievance management from these comparative perspectives can offer a more comprehensive understanding of various organizational and sociocultural contexts.

SCOPE FOR FUTURE WORK

Within the larger topic of industrial relations and human resource management, the study of grievance redressal is still dynamic and constantly changing. Numerous prospects exist for further research and useful developments in this field as industries continue to adjust to changing labor regulations, workforce demographics, and technological advancements. Though it also opens up a number of avenues for further research and development, the current study offers insightful information about the grievance redressal systems now in place.

Integrating technology-driven grievance redressal systems is an important issue for future research. Designing, implementing, and researching tech-enabled platforms that enable staff members to easily file grievances, follow progress in a transparent manner, and get prompt response is essential as businesses embrace digital transformation. Prospective investigations could assess the efficacy, confidentiality, and usability. AI-based analysis tools, chatbots, mobile apps, and online complaints sites. These studies can be used to evaluate the ways in which these tools increase resolution times and boost employee confidence, especially in large or dispersed businesses.

Analysis of grievance redressal processes by sector is another interesting avenue. Every industry has its own set of problems. For example, manufacturing facilities may have to handle labor-intensive conflicts, while IT firms may confront problems with workplace stress, remote work, or harassment in online environments. Future studies can concentrate on comparing grievance handling performance across sectors, customizing grievance redressal frameworks to industry-specific requirements, and investigating best practices.

Exploration of the function of grievance redressal in small and medium-sized businesses (SMEs) is also possible. SMEs frequently lack official HR systems or grievance committees, in contrast to large enterprises. Further research might examine the informal grievance management practices in these kinds of firms, the difficulties brought on by a lack of resources, and methods for implementing affordable yet effective redressal procedures that are appropriate for SMEs. Opportunities for significant study are also presented by cross-cultural and regional studies. Because conflict resolution and workplace behavior differ throughout cultures and geographical areas, future research can examine how cultural norms affect the expression and handling of grievances.

Comparative research between urban and rural firms, as well as across states and nations, can provide insight into the ways in which regional factors impact employee voice and grievance results.

Future research on the long-term effects of grievance redressal systems on organizational performance is also crucial. Quantitative research might assess the impact of grievance resolution on workplace engagement, productivity, retention, and general atmosphere. Creating a close connection between key performance indicators (KPIs) and efficient grievance management may assist firms in seeing grievance handling as a strategic asset rather than only a compliance concern.

It is also **necessary to pay more attention** to the psychological and emotional aspects of grievance experiences. The effects of unresolved grievances on organizational civic behavior, employee mental health, and leadership trust could be the subject of future research. Employee well-being, workplace bullying, and trauma-informed grievance management studies can all help create more compassionate and psychologically secure work environments.

Another aspect of grievance redress that is becoming more and more relevant is diversity and inclusion (D&I). Future research can examine whether grievance procedures are actually inclusive of people with disabilities, women, LGBTQ+ people, and other oppressed groups. Are their grievances acknowledged, treated with respect, and handled impartially? Additionally, research can look at how grievance committees are trained to handle delicate matters fairly and culturally competently.

Future research should also focus on how well grievance redressal training programs operate. The significance of training grievance committee members, line managers, and HR staff is becoming more widely acknowledged by organizations. The results of such programs, their impact on the caliber of grievance resolution, and the competencies most essential to properly manage grievances can all be evaluated in future studies.

Lastly, the development of standardized evaluation tools for grievance redressal is possible. There aren't many standard frameworks for evaluating grievance systems' performance at the moment. By creating assessment criteria, feedback systems, and audit tools that assist businesses in routinely assessing and improving their grievance handling procedures, future research can make a valuable contribution.

LITERATURE REVIEW

(Vidhya) Service sector giants, IT and ITeS companies, depend on their customers for their success. This is possible only with happy and committed employees. Grievance handling is preventive rather than curative. It alerts the company about an issue or concern before it becomes a big problem. Once an employee is convinced of existence of a fair grievance redressal, he feels comfortable working in the concern and feels valued. When there is a channel to vent their grievance, employees feel relieved. The study highlights that employees have faced grievance at one point of time. But only half of them have expressed it. ITES employees grievance is regarding their allocation of OT and Sunday work, and the second major grievance is Pay or incentives. As their pay is linked to their performance it adds to their pressure, fuelling up the issue. One interesting outcome of the study is that their immediate superior actively listens to their grievances. This is a good sign. By training superiors to handle those grievances effectively will help a lot for the company. Proper grievance handling checks expensive employee turnover. The major grievance of employees is with regard to the workflow and procedure, and this can be resolved if employees are also involved in planning the workflow. Instead of going thro formal channels they prefer carrying their grievance thro word of mouth(72%) . The reason may be either due to friendly environment created by ITES companies, or the employees do not want to make record of their grievance through formal channels. Management should try hard to instill confidence in the minds of the employees that their grievance will be addressed fairly and taken care of. For this to materialize Grievance handling Procedure should be in practice rather than in papers. To conclude, grievance is not negative, but a positive, function which gives the company a proper direction.

(Khushi Narwat1) The proficient handling of teachers' grievances facilitates the management's comprehension of the instructors' sentiments and attitudes towards the policies and procedures implemented inside the institution. This platform will function as a means of facilitating upward communication inside the institution, allowing for effective contact between the top management and teachers employed at the institute. Consequently, this system will enable the quick identification of reasons and difficulties, thereby promoting a harmonious and transparent connection with the teachers. The use of this measure has the potential to mitigate instances of superfluous interpretations and miscommunications, hence fostering suboptimal performance and inefficiency within the organization. The study elucidates the prevailing factors contributing to teachers' grievances, which have the potential to impede organizational effectiveness. In order to mitigate such occurrences, it is imperative for the management authorities to establish and maintain an effective grievance handling procedure within the institution's grounds.

(Mr. Deenathayalan Aruchamy1, November 2017) Hospitals in Edapally jurisdiction of Cochin is effectively progressed in a systematic way of working process in the organization and every data or transactions handling with the patients, employees are pre- planned so there was a very less chance for risk factors or any unexpected happenings like grievances. Hospital also taken steps to rectify the grievances at the earliest based on the policy formulated. A balanced workflow is been followed throughout the hospital which leads to an effective coordination among the employees in the hospital. HR department also meets the need of every employee's directly and brings them a positive result as soon as possible by taking the right action. Overall, the study outcome revealed that grievance management system followed in hospitals is very effective and most of the employees were highly satisfied with the grievance management mechanism being followed.

(Thammishetty, May 2016) The study reveals that the Grievance handling mechanism is satisfactory. 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. The suggestions and recommendations when implemented will still more benefit the organization.

(NISHA2, Dec 2017,) One of the fast growing concepts in strategic human resource management is employee complaints and grievances handling. There is a need for all the organization to apply/ follow a suitable grievance handling mechanism to improve the productivity of the organization. If the employees are not satisfied with the grievance handling mechanism followed in the company it will create great problems in near future which cannot be solved immediately.

(Serena AKTARI) Managers and supervisors should be trained to enhance their ability to recognize, diagnose and correct the causes of potential employee dissatisfaction before they become formal grievances. The working of the grievance procedure should be reviewed periodically by the HR department. Finally, it could be said that strong and effective trade unions and participation committees are required to facilitate the day-to-day resolution of workplace grievances.

([1]Pragya Sharma, December 2021) The quality of life of an employee is actually about the involvement of employees, which includes ways to encourage employees to participate in decision- making. In my opinion most of the workers said they were facing grievances in their organization. They also say that senior management is the main reason for the complaint. Workers complained about their grievances to their top officials. Some complaints have been removed and some of them do not deal with complaints. Therefore, the official must take care of the grievances and resolve them. In this study we have collected data from IT industry of northern region and perform the chi square test on the sampled data and found that our methodology accepts our objectives of hypothesis.

RESEARCH FINDINGS

Employee grievance redressal studies in many industries have produced a number of significant findings that highlight the advantages and disadvantages of existing procedures. Data gathered from employee surveys, HR professional interviews, and an examination of grievance procedures in a few chosen industrial units were used to arrive at these conclusions. The main conclusions are outlined below:

1. The Presence of Official Mechanisms

Grievance committees, reporting hierarchies, and specified complaint resolution timetables are among the official grievance redressal systems that are in existence in the majority of the industries assessed. But these frameworks' very presence does not guarantee their efficacy. These mechanisms are frequently underutilized as a result of staff members' ignorance or lack of trust.

2. Limited Knowledge of Employees

The lack of knowledge among employees about the grievance redressal processes that are accessible to them is one of the most notable findings. The procedures for filing a complaint and the authorities in charge of processing it are unknown to many employees. This problem is most noticeable among junior-level and contract workers, who are frequently left out of communication channels.

3. Lack of Systemic Trust

For a variety of reasons, including lack of secrecy, career impact, or fear of reprisals, employees frequently hesitate to file formal grievances. The grievance management system and employees no longer trust one other as a result of this. A decrease in workplace morale and unsolved tensions result from people's preference for informal resolutions or silence.

4. Resolution Delayed

Redress of grievances is frequently not time-bound. Employee annoyance and productivity are negatively impacted by concerns that are not promptly addressed. This is particularly true when it comes to interpersonal problems, harassment, or discrimination, as a lengthy period of inaction can have detrimental psychological implications.

5. Insufficient Committee Member Training

Supervisors and HR staff who serve on grievance committees frequently lack specific training in emotional intelligence, conflict resolution, and the legal ramifications of grievance management. Because of this, some grievances are treated insensitively or biasedly, which deters workers from voicing concerns.

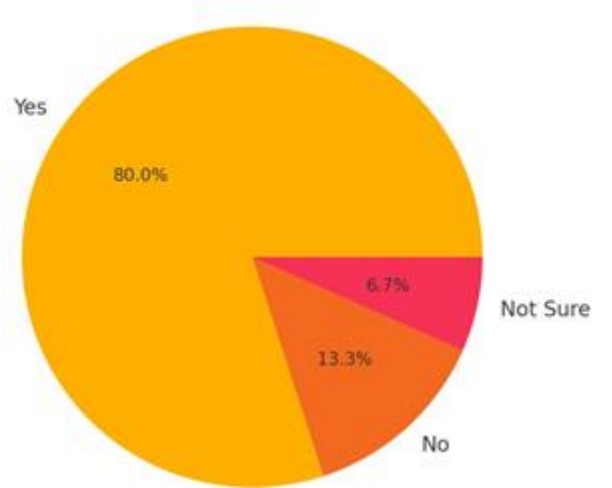
6. No Mechanisms for Follow-Up

A systematic follow-up procedure following the resolution of a grievance is extremely uncommon in businesses. It is uncommon to have feedback from the complainant to gauge their level of satisfaction with the resolution procedure. The lack of post- resolution involvement restricts the potential for system enhancement.

7. Bias Results

Based on hierarchy and position show that senior or permanent employees' complaints are taken more seriously and swiftly than those of younger or temporary employees. In addition to creating animosity, this unfair treatment exposes an inequity in organizational procedures.

Awareness of Grievance Mechanism



The degree of awareness among AKSK Engineers & Construction Pvt. Ltd. staff members about the company's grievance redressal system is shown in this pie chart.

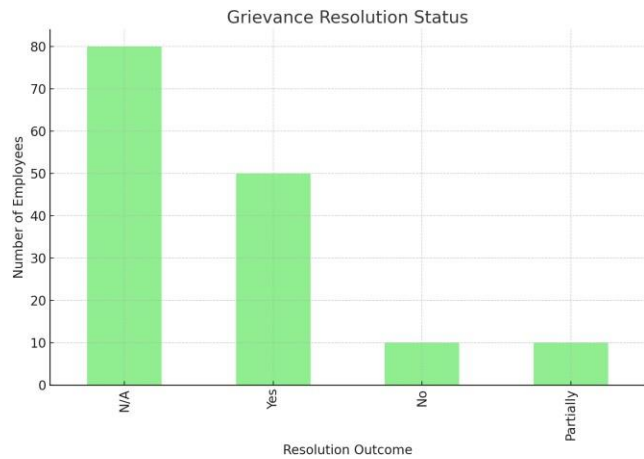
Chart Sections:

Yes, 80.0%

Most workers (80%) are aware that the organization has a grievance procedure.

No—13.3%

13.3% of workers claimed not to be aware of any grievance procedures.

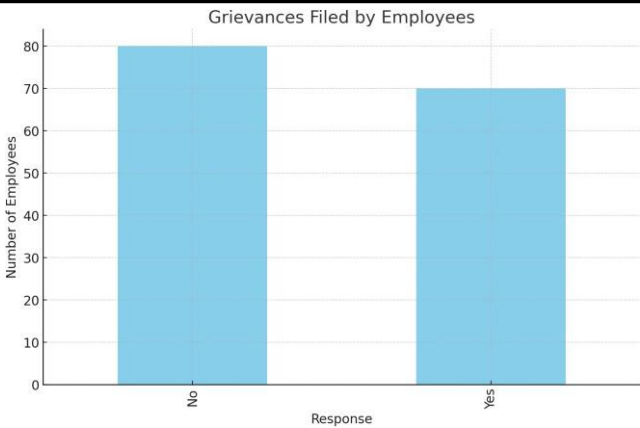


Partially(6.7%)

Just 6.7% of respondents are unsure, which may indicate a lack of clarity or communication.

Interpretation: Four out of five employees are aware, indicating a high level of awareness; however, the 13.3% who are not and the 6.7% who are unsure underscore the need for more training and communication.

This helps to explain why, in the previous horizontal bar graph, "Lack of awareness" continued to be a common difficulty.



AKSK Engineers & Construction Pvt. Ltd.'s grievance filing rate is shown graphically in this bar graph, which is based on a sample size of 150 employees.

Principal Findings: X-Axis (Reaction): Both "Yes" (grievances filed) and "No" (no grievances submitted) are displayed.

Number of Employees (Y-Axis): Indicates how many employees each response corresponds to.

Points of Data:

It is true that about 70 workers reported having lodged a grievance. No, according to over 80 workers, they had not lodged any grievances.

Interpretation: The bar graph indicates that significantly more workers (53%) have not lodged a grievance than have (47%). This indicates that about 50% of employees have experienced problems severe enough to submit a grievance, indicating a reasonably active usage of the grievance redressal process.

More qualitative research is necessary to determine whether the fact that over half have not lodged grievances indicates a lack of problems, a lack of faith in the system, or a fear of repercussions.

Based on a sample size of 150 workers, this bar graph displays the results of the grievance redressal attempts that the employees of AKSK Engineers & Construction Pvt. Ltd. reported.

Principal Findings: X-Axis (Result of Resolution):

N/A: Represents workers who did not submit a grievance; hence, no relevance to the resolution status.

Yes: Complaints that were settled completely. No: Complaints that never got resolved.

Partially: Dissatisfactions that received some attention but were not totally settled.

Employees in each resolution category are shown on the Y-Axis (Number of Employees).

Data Summary: Eighty employees are classified as "N/A," meaning they did not file a grievance.

The complaints of fifty employees were completely addressed. Ten workers said their complaints were not addressed.

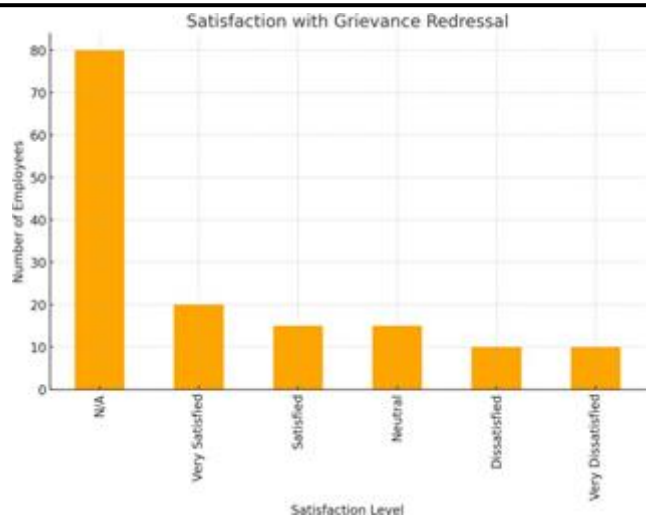
Ten workers reported a partial resolution to their problems.

Analysis:

This graph shows the grievance redressal mechanism's advantages and disadvantages:

Notably, out of the 70 employees who submitted grievances, 50 got them totally handled, indicating a 71% resolution success rate.

Nonetheless, 20 workers (29%) had unsatisfactory or insufficient resolution, which can be a sign of inefficiency, prejudice, or follow-up gaps.



Based on responses from 150 employees, this graph shows how satisfied workers are with AKSK Engineers & Construction Pvt. Ltd.'s grievance redressal system.

X-Axis: Satisfaction Level N/A: Workers who didn't lodge a complaint.

**Very Satisfied Satisfied Neutral Dissatisfied
Very Dissatisfied**

Y-Axis: Total Workers

Displays the number of workers for each degree of satisfaction.

Data Interpretation: Eighty workers are classified as N/A, meaning they have never filed a grievance.

Twenty workers expressed great satisfaction with the way their grievances were resolved.

Fifteen employees expressed satisfaction.

Fifteen employees were neutral, meaning they weren't happy or unhappy.

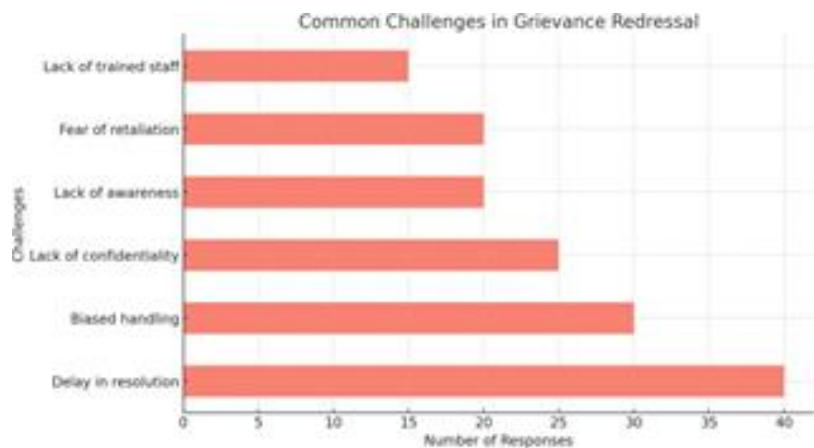
Ten workers expressed dissatisfaction, while ten more expressed extreme dissatisfaction.

Findings: Thirty-five (50%) of the seventy employees who lodged grievances expressed satisfactory or very satisfied satisfaction.

Of the employees, 20 (about 28.5%) reported being either dissatisfied or very dissatisfied.

15 workers (21.5%) expressed no opinion, indicating that the consistency of grievance procedures may be strengthened.

While most people who submitted grievances had a good experience, this graph shows that a sizable minority had a bad experience, underscoring the need to improve grievance resolution procedures' fairness, transparency, and response times.



This horizontal bar graph shows the most commonly mentioned difficulties that AKSK Engineers & Construction Pvt. Ltd. staff members had when resolving grievances.

The Y-Axis: Difficulties

Key issues that employees reported are listed in the chart:

Delay in resolution Biased handling Lack of confidentiality Lack of awareness

A fear of retaliation Lack of trained staff

The number of responses on the X-axis shows how many workers mentioned each difficulty.

Findings: Of the issues mentioned by 40 employees, the most frequent one is delay in resolution.

The 30 responses that follow show biased processing, raising questions about fairness.

25 workers reported a lack of secrecy, indicating a lack of faith in the system.

20 workers each reported feeling unaware and afraid of reprisals, indicating both psychological and informational hurdles. Although the least reported issue (15 employees), a lack of skilled staff was nevertheless noteworthy.

Observations: Systemic problems like prejudice, delays, and invasions of privacy are common. Because they are afraid of reprisals or are unsure of how to report (awareness gap), employees may be reluctant to file grievances. The unhappiness and neutral replies displayed in the satisfaction graph previously are probably caused by the existence of these difficulties.

The aforementioned graphic aids emphasize important research findings about the grievance redressal procedure from a sample of 150 AKSK Engineers & Construction Pvt. Ltd. employees:

Awareness: The grievance procedure is known to the vast majority of workers (80%).

Moderate system engagement is shown by the 47% of people who have filed grievances.

Outcome of Resolution: Just 33% of respondents said that their problems had been adequately fixed.

Levels of satisfaction differ, with a sizable percentage staying indifferent or unsatisfied.

Problems: Frequently seen problems include lack of confidentiality, discriminatory handling, and delays in settlement.

SUGGESTIONS

Although most companies have official grievance redressal mechanisms, it is clear from the study's findings that a number of variables reduce their efficacy. In order to improve these systems' effectiveness and legitimacy, the following recommendations are put forth:

Raise Awareness Among Employees

The grievance redressal process must be explained to all workers by the industry through frequent orientations, emails, posters, and employee handbooks. Education of newly hired staff and contract workers should receive particular emphasis.

Improve Confidentiality and Trust

Organizations that handle grievances must maintain strict secrecy. Workers should be reassured by the system that their grievances would be handled without worrying about reprisals or condemnation. Resolving complaints anonymously via safe online channels can also foster trust.

Members of the Grievance Committee Receive Regular Training

Regular training in gender sensitivity, legal frameworks, interpersonal communication, and dispute resolution is required of committee members. This will guarantee that complaints are resolved in a fair, professional, and sympathetic manner.

Time- Bound Framework for Resolution.

Every complaint needs to be addressed within a certain amount of time. For issues that are mismanaged or delayed, a clear escalation procedure should be in place. Maintaining employee trust in the system is facilitated by prompt action.

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