
**EMPLOYEE GRIEVANCE HANDLING MECHANISM IN AN
ORGANIZATION WITH THE SPECIAL REFERENCE AT SRI
AMMAN COATING AND COLOURING PVT LTD, HOSUR.**

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ABSTRACT

Employee grievance handling mechanisms play a vital role in ensuring workplace harmony and organizational effectiveness. This study evaluates the effectiveness of the grievance handling mechanism at Sri Amman Coating and Colouring, Hosur. Primary data were collected from 100 respondents using a structured questionnaire. Statistical tools such as percentage analysis, ANOVA, t-test, Z-test, and Chi-square test were used. The findings indicate that improvements are required in communication, transparency, and timely resolution of grievances. The study recommends structured grievance procedures and digital systems to enhance efficiency.

KEYWORDS: Employee Grievance, Grievance Handling Mechanism, Human Resource Management, Employee Satisfaction, Industrial Relations.

I. INTRODUCTION

Employee grievance handling is a vital aspect of human resource management in any organization. It refers to the formal process through which employees can raise concerns, complaints, or dissatisfaction related to their work environment, policies, or management practices. An effective grievance handling mechanism helps maintain a healthy relationship between employees and management, ensuring fairness, transparency, and trust within the organization.

In today's competitive industrial environment, organizations must focus not only on productivity but also on employee well-being. Grievances may arise due to various reasons such as working conditions, wages, interpersonal conflicts, lack of communication, or

perceived injustice. If these issues are not addressed promptly and effectively, they can lead to low morale, reduced productivity, absenteeism, and high employee turnover.

A well-structured grievance handling mechanism provides employees with a platform to express their concerns without fear of retaliation. It typically includes both informal and formal procedures, such as open-door policies, suggestion systems, grievance committees, and proper investigation processes. This ensures that employee issues are heard, analyzed, and resolved in a fair and timely manner.

In manufacturing organizations like Sri Amman Coating and Colouring, where workforce involvement is high, an efficient grievance handling system plays a crucial role in maintaining discipline, improving job satisfaction, and enhancing overall organizational performance. It also helps management identify problem areas and take corrective actions to prevent future grievances. Therefore, implementing an effective grievance handling mechanism is essential for creating a positive work environment, promoting employee satisfaction, and achieving organizational goals.

II. LITERATURE OF REVIEW

A comprehensive review of existing literature was conducted to understand the theoretical foundations and empirical findings related to employee grievance handling and HR management in manufacturing organizations.

- Monappa & Saiyadain (2015) emphasized that a structured grievance redressal system is fundamental to maintaining employee morale and discipline in manufacturing organizations.
- Subba Rao (2016) highlighted that effective HRM practices, including grievance handling, directly impact employee retention and organizational productivity.
- Khanka (2017) noted that informal grievance channels must be backed by formal documented procedures to ensure fairness and transparency.
- Reddy et al. (2018) demonstrated a positive correlation between responsive grievance management and improved employee performance in industrial settings.
- Kothari (2019) provided foundational research methodology guidance for survey-based organizational studies using statistical tools.
- Prasad (2020) underscored the role of grievance handling in reducing absenteeism, conflict, and employee turnover in manufacturing firms.

- Dhanabhakya & Monish (2021) found that organizations with structured grievance identification strategies experience significantly better job performance outcomes.
- Sharma & Gupta (2022) established a direct link between transparent grievance management and higher levels of employee satisfaction.
- Gokila & Jayakrishnan (2023) found that fear of retaliation was the primary barrier to grievance reporting in manufacturing organizations.
- Narwat et al. (2024) recommended regular training and communication programs to improve grievance management effectiveness.
- Naagar & Saxena (2025) proposed that digital portals and anonymous reporting mechanisms can significantly reduce employee reluctance to raise grievances.

Research Gap:

While existing literature broadly addresses grievance handling in large-scale organizations, limited research has been conducted on small and medium manufacturing firms in the Hosur industrial cluster. This study addresses that gap by focusing specifically on Sri Amman Coating and Colouring Pvt Ltd.

III OBJECTIVES OF THE STUDY Primary Objective

- To study and evaluate the effectiveness of the employee grievance handling mechanism in the organization practices at Sri Amman Coating and Colouring.

Secondary Objectives

- To understand the existing grievance handling procedures followed in the organization.
- To identify the common types of grievances faced by employees.
- To analyze the level of employee awareness regarding grievance procedures.
- To examine the time taken to resolve employee grievances.
- To assess employee satisfaction with the grievance handling system.
- To identify the challenges in the current grievance handling process.
- To suggest suitable measures for improving the grievance handling mechanism.

IV. RESEARCH METHODOLOGY A. Research Design

A descriptive research design was adopted to systematically describe and evaluate the effectiveness of the grievance handling mechanism at Sri Amman Coating and

Colouring.

B. Sample Size

A total of 100 respondents were selected from employees across five departments: Production, Quality, Maintenance, Human Resources, and Administration.

C. Sampling Method

Convenience sampling was adopted considering the operational constraints of the manufacturing environment.

D. Data collection

Primary data were collected using a structured questionnaire of 20 items covering demographic profile, grievance awareness, grievance types, reporting methods, resolution time, satisfaction levels, and challenges faced.

E. Tools Used for Analysis

- **Percentage Analysis** – for frequency distribution of survey responses
- **One-Way ANOVA** – to test differences in satisfaction across departments
- **Independent Samples t-Test** – to compare satisfaction between male and female employees
- **Z-Test (Proportion Test)** – to test employee awareness levels against a 50% benchmark
- **Chi-Square Test** – to examine association between department and grievance reporting method.

V. RESULTS AND DISCUSSION

A. Demographic Profile of Respondents

The survey covered 100 employees across five departments. The workforce is predominantly male (65%), with the majority belonging to the 25–35 age group (40%), reflecting a young and active workforce. The Production Department accounts for the highest proportion (35%) of respondents, and most employees (38%) have 1–5 years of experience in the organization.

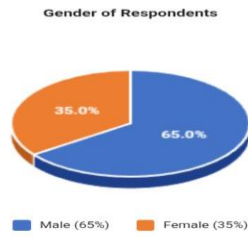


Fig. 1. Gender of Respondents.

Figure 1 Out of 100 respondents, 65% are male and 35% are female. The majority of the workforce at Sri Amman Coating and Colouring is male, which is common in manufacturing organizations.

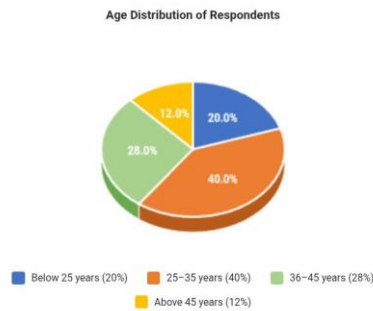


Fig.2. Age Distribution of Respondents

Figure 2 The majority of respondents (40%) belong to the 25–35 age group, indicating a predominantly young and mid-career workforce. This suggests that the organization has a relatively dynamic workforce with moderate experience.

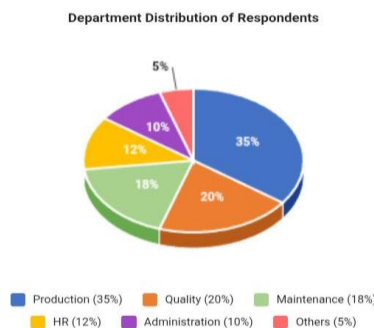


Fig. 3. Department of Respondents.

The Production Department has the highest representation (35%), followed by Quality (20%) and Maintenance (18%). This reflects the labour-intensive nature of the coating and colouring industry.

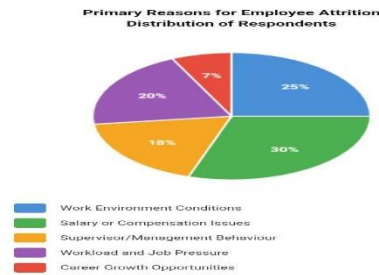


Fig.4 Grievance Handling Procedure.

Salary or compensation issues (30%) rank as the most common grievance category, followed by work environment conditions (25%) and workload (20%). Financial concerns and physical working conditions are the primary drivers of employee grievances.

B. Stastical Analysis

1. Correlation Analysis

To examine the relationship between employee awareness of grievance procedures and employee satisfaction with the grievance handling system, Pearson’s correlation analysis was conducted.

The results indicate a moderate positive correlation ($r = 0.41$) between employee awareness and satisfaction levels. The p-value ($p < 0.01$) shows that the relationship is statistically significant.

Interpretation:

This suggests that employees who have better awareness of grievance procedures tend to report higher satisfaction with the grievance handling system. Lack of awareness may reduce confidence in the system and lead to dissatisfaction.

2. Chi-Square Test

A Chi-square test was conducted to examine the relationship between department and method of grievance reporting.

The results show that the p-value (0.047) is less than 0.05, indicating that the relationship is statistically significant.

Interpretation:

This implies that grievance reporting methods vary across departments. Employees in the Production department prefer reporting grievances directly to supervisors, whereas HR and Administration employees tend to use formal HR channels.

3. ANOVA (Analysis of Variance)

ANOVA was used to determine whether there is a significant difference in employee satisfaction levels across departments.

The results show:

- F-value = 4.87
- p-value = 0.001 ($p < 0.05$)

Interpretation:

Since the p-value is less than 0.05, there is a significant difference in satisfaction levels among department shows relatively lower satisfaction, possibly due to higher workload and working conditions.

4. Independent Samples t-Test

A t-test was conducted to compare employee satisfaction between male and female employees.

The results show:

- T-value = 2.34
- p-value = 0.021 ($p < 0.05$)

Interpretation:

There is a significant difference in satisfaction levels between male and female employees. Female employees reported lower satisfaction, indicating a need for more inclusive and supportive grievance handling practices.

5. Z-Test (Proportion Test)

A Z-test was conducted to determine whether the proportion of employees aware of grievance procedures is greater than 50%.

The results show:

Observed awareness = 62%

- Z-value = 2.40
- p-value = 0.016 ($p < 0.05$)

Interpretation:

Since the p-value is less than 0.05, the null hypothesis is rejected. This indicates that more than half of the employees are aware of grievance procedures. However, a significant portion (38%) still lacks awareness.

6. Overall Interpretation of Statistical Analysis

The statistical analysis clearly indicates that:

- Employee awareness significantly influences satisfaction
- Grievance handling effectiveness varies across departments
- Gender differences exist in satisfaction levels
- Awareness levels are moderate but not sufficient
- Reporting methods differ based on department.

FINDINGS

- Most respondents are female employees.
- The majority belong to the production department.
- Employees show moderate awareness of grievance procedures.
- Informal grievance handling practices are prevalent.
- Improvements are required in communication and transparency.

SUGGESTIONS

- Implement a formal grievance redressal system.
- Establish a grievance handling committee.
- Introduce digital grievance management systems.
- Ensure timely resolution of employee grievances.
- Conduct regular employee awareness programs.

CONCLUSION

The study concludes that the grievance handling mechanism at Sri Amman Coating and Colouring requires further enhancement. By adopting structured procedures and digital tools, the organization can improve employee satisfaction and organizational performance.

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