



A study on Effectiveness of Grievance Handling Mechanism in Sugar Industries in Bagalkot District

Prof. Brijmohan A. Vyas (Asst. Prof)

Basaveshwar Engineering College (Autonomous) Department of Management Studies,
Bagalkot. Karnataka

Mr. Ganeshkumar S G

Basaveshwar Engineering College (Autonomous) Department of Management Studies,
Bagalkot.

ABSTRACT

This project has been undertaken to Study on Effectiveness of Grievance Handling Mechanism in sugar industries in Bagalkot District. An official complaint submitted to the management representative or union official notice is referred to as a complaint. Or Any dissatisfaction or unfair feeling regarding the employment status of the person reported to the management is referred to as a complaint. Objectives of the Study is To study the Employees are Aware about Grievance handling mechanism in the organization, To study the Effectiveness of Grievance Mechanism in the organization and To study the employees satisfaction level towards Grievance Handling System in the organization. The study is concentrated on the Grievance handling Mechanism in a Nandi co-operative sugar factory & Nirani sugars Limited companies, sample size was 100 and sample design was descriptive research.

Keywords: Employee, Grievance, workload, leave polices, compliant

INTRODUCTION

Sugar industry is a critical agro-based industry that impacts country business of around 50 million sugarcane farmers and around 5 lakh workers clearly used in sugar plants. Work is in like manner delivered in various subordinate activities interfacing with transport, trade changing of equipment and supply of agriculture inputs. India is the second greatest producer of sugar on earth after Brazil and is also the greatest customer. Today Indian sugar industry's yearly outcome is worth around Rs.80,000 crore. The cut-off is by and large passed on much the same way between private region units and supportive region units.

Grievance

M.R. Vidhya, (2012) every industry needs their workers to be satisfied. Companies aim to make their employees happy because happy employees are more loyal and productive. Maintaining good relations with clients isn't enough, it's also necessary to maintain good relations with staff, or internal customers. **Dr.V.Mohanasundaram (2013)** Organizations are made up of individuals and function as a consequence of their existence, as we can see in this article. Organizations would not exist if people did not exist. People gather, organise, and use the resources of personnel, money, materials, and machines. Through the combined efforts of people, materials and monetary resources are effectively exploited to attain shared goals. Without a concerted human effort, no organisation can fulfil its goals. **Ms.g.ramya (2014)** Having a suitable Grievance Procedure (GP) in place to manage complaints is part of this. Employers and workers should recognise that it is unreasonable to expect all grievances to be handled to their complete satisfaction. **Dr.G.Balamurugan & M.Thamilarasi (2017)** A healthy environment supplied by the company that supports employee happiness in order to better their lives and keep their motivation levels high. Once a year, or on any other

noteworthy event, the company's rules and regulations must be revised. It may be used in both legislative and non-legislative ways to extend certain policies to workers' earnings or compensation. **Chandan Singh , Shinu Shukla, (2019)** The grievances procedure is the official process for dealing with such worker discontent. All business, whether unionised or not, should have established and well-known grievance procedures. The fundamental benefit of a grievance procedure is that it can help to reduce discontent and unhappiness, which can negatively impact collaboration and production.

Grievance

An official complaint submitted to the management representative or union official notice is referred to as a complaint. Any dissatisfaction or unfair feeling regarding the employment status of the person reported to the management is referred to as a complaint.

Grievance has the following characteristics

1. Complaint is anger or dissatisfaction with any aspect of the organization.
2. Grief should be work related and not personal or family related.
3. Actual or imaginary circumstances may cause dissatisfaction. If employees says they have been wronged, they will complain. The interpretation of the concept may be legitimate or invalid, logical or unscientific, justified or inconsistent.
4. Dissatisfaction must be expressed in some way, vocal or nonverbal. Dissatisfaction, on the other hand, is not a complaint in itself. The employee may first express his or her dissatisfaction orally or in writing. If not resolved immediately the employee will suffer injustice. Anger has now reached the level of complaining.
5. Generally, a complaint can be detected due to the company's failure to receive the person's expectations.

Effects of Grievance

Unresolved grievances can have a negative impact on employees, management, and the company.

The following are the outcomes:

1. In terms of the production

- Poor product quality
- Low productivity
- Increased material waste, machinery damage / leakage
- Manufacturing costs per unit increased

2. on employees

- Increased absenteeism and employee turnover;
- A decrease in commitment, honesty and punctuality;
- Increasing the number of accidents. Yet
- Low employee ethics.

3. on managers

- a. Stressed superior-subordinate relationships.
- b. Increased monitoring and control.
- c. Increased incidences of indiscipline.
- d. Increased discontent and hence machinery to preserve industrial peace.

Grievance Handling Procedure

The Need for a Formal Grievance Procedure:

An employee's dissatisfaction should not be suspended until it explodes; the complaint management system provides the employee with frustration, dissatisfaction and feelings.

Having an appropriate grievance process reduces the need for arbitrary oversight action because supervisors know that workers can justify their actions and submit complaints to management. Employees have the right to be heard and to have their say, which helps to build courage. Accordingly, every company should have a well-established grievance process.

Objectives of a Grievance Handling Procedure

- To allow the employee to express his or her dissatisfaction;
- To define the nature of the dissatisfaction.

- To look into the sources of unhappiness.
- To find a quick solution to the situation, if at all feasible.
- To take proper steps and follow through on pledges.
- To advise the employee of his or her right to proceed to the next stage of the grievance procedure if the resolution is unsuccessful.

The Benefits of a Grievance Handling Procedure

- Encourages workers to express their concerns without fear of retaliation.
- Handles complaints fair and timely.
- This prevents small conflicts from turning into big conflicts.
- Saves companies time and money by finding solutions to office problems.
- Contributes to creating an atmosphere of transparency and trust in the workplace.

Grievance Mechanism

The details of a grievance procedure/machinery may vary from firm to company. This paper proposes a four-phase paradigm. Regardless of the differences in intermediate-level procedures, the first and final processes are generally relevant. Here's a short summary of the four steps of the machinery:

Complaints get more severe at this time. As soon as a complaint is made, it is best to address it immediately. The line manager or first-line supervisor should handle a worker's complaint. Resolving issues with a document becomes harder as the document's structure becomes more complex. Any attempt to undermine the supervisor's position would be disastrous. As the investigation progresses, both the employee and the supervisor may alter their emphasis in an effort to prove the other incorrect. It's more difficult to solve problems when dysfunctional traits take centre stage and push the relevant components of an issue to the margins.

Workers who are members of a unionised workplace are often involved in the first step of the grievance procedure with their immediate supervisors and the union representative in the shop/department. There are ways of including labour unions while restricting their involvement in the actual grievance procedure, at least in the first two stages. Choosing a course of action depends on the leadership's perspective on labor-management relations.

In order to reduce the frequency of complaints reaching higher levels of the machinery, supervisors should be given more training in problem-solving abilities, grievance handling, and counselling.



Unrealistic standards and assumptions, as well as a lack of commitment to justice and fairness, can wreak havoc on the resolution of complaints at the most basic level. Adequate delegation of authority undermines the supervisor's ability to deal with difficulties at this level.

Intermediate stage: If the problem cannot be resolved at the supervisory level, it is usually forwarded to the head of the department. The authorities should have the primary responsibility for resolving the dispute. Any direct involvement by the personnel department can destabilize the relationship between employees.

At the intermediate level, complaints can be resolved with or without union involvement.

At this point, over-reliance on the supervisor can undermine employee interests and undermine the credibility of the action.

If the complaint is not resolved at the middle level, it will go to the attention of superiors. In most cases, someone less than the general manager who assigned the task will resolve the situation on the spot. The union's highest leadership may formally or informally interfere at this stage if the system permits it or if the procedure prevents it, depending on the circumstances. At this point, regaining previous advantages is almost impossible.

Inter-organizational disputes that can't be settled amicably are handed over for third-party mediation. Disputes may be settled by mediation, arbitration, or a judge's decision. The parties concerned have no say in how the disagreement is settled at this stage. Both parties are bound by the labour court's or judge's ruling, which may be appealed to higher courts. The arbitrator has no decision-making authority in arbitration (compromise or arbitration).

Procedure for Resolving a Complaint

At any time during the complaint process, specific management members must resolve the situation. The responsibility for resolving complaints lies largely with management. Also, as mentioned earlier, concerns need to be addressed as soon as possible. The steps described below provide guidance to the manager dealing with complaints.

Detecting dissatisfaction: Monitoring or administrative attitude towards complaints is crucial. Criticisms should focus on them instead of dismissing them.

Ignorance, not happiness, for industrial conflict. The problem is exacerbated if supervisors and managers act poorly.

Define the problem: Instead of trying to resolve the vague dissatisfaction, identify the problem correctly. In rare cases, a false complaint may be filed. By listening closely it is possible to confirm that a true complaint has been made.

Get the facts: It is important to understand the difference between reality and fiction. Although complaints are the result of painful feelings, the focus should be on finding the facts related to the feelings. Each complaint requires a detailed record.

Analysis and Resolution: The conclusions drawn on each complaint form a precedent. Do not waste time dealing with them, there is no excuse for irresponsibility. Managers can use complaint solutions to correct their mistakes and stay in touch with their employees. The horse trade in resolving grievances may bring union leadership closer to management temporarily due to union demands, but ultimately alienate workers.

Follow-up: Decisions must be followed properly. This should be communicated to the affected employee as soon as possible. If the judgment is in favor of the employee, the immediate employer should be allowed to inform him.

Finish the search for information in advance;

- Giving management feedback before retrieving all data is one of the most common mistakes that departments make when resolving complaints.
- Adequate record keeping;
- Arbitrary use of executive discretion;
- And resolve false complaints.

The Qualities of a Good Grievance Procedure

- **Flexibility:** Not only is flexibility to keep the method practical, it also reduces the value of the process if workers see it as a sham. They are lost and other solutions are considered to solve the problems. This, like the disciplinary inquiry, requires adherence to the principles of natural law.
- **Representative Facilities:** Individual workers who do not have the courage or skills to deal with management may benefit from being represented by a store attendant for example. On the other hand, the presence of a representative can lead to a defensive managerial attitude, which is influenced by the manager and the host of other things that the store host disagrees with.
- **Action steps:** Action steps should be limited to at least three steps. Having more is meaningless as there are more layers in the management structure. This only increases the time it takes to execute the command, endangering the technology.

It is imperative to avoid the bitterness and frustration that arises as a result of delay. When an employee comes into action, it's like pulling a line of train connections. This is not a random action. It is maintained for quick fix. In addition, the manager questioning the decision will face challenges until the matter is resolved.

PROBLEM STATEMENT

Individuals have different needs and expectations, so when the needs or expectations are not met or if the person is not happy, it causes grievances. It also creates negativity among everyone, which is harmful to productivity.

Hence the purpose of study seeks to understand the grievance handling mechanism in the Bagalkot District Sugar Industries.

OBJECTIVES OF THE STUDY

- To study the Employees are Aware about Grievance handling mechanism in the organization.
- To study the Effectiveness of Grievance Mechanism in the organization.

- To study the employees satisfaction level towards Grievance Handling System in the organization.

RESEARCH METHODOLOGY

Research type : Descriptive Research

Data collection method

- Primary data : new information obtained from workers through a questionnaire survey.
- Secondary Data: Research Papers, website, articles

Research Scheme – Questionnaires

Data Analysis Tool :SPSS

Sampling plan

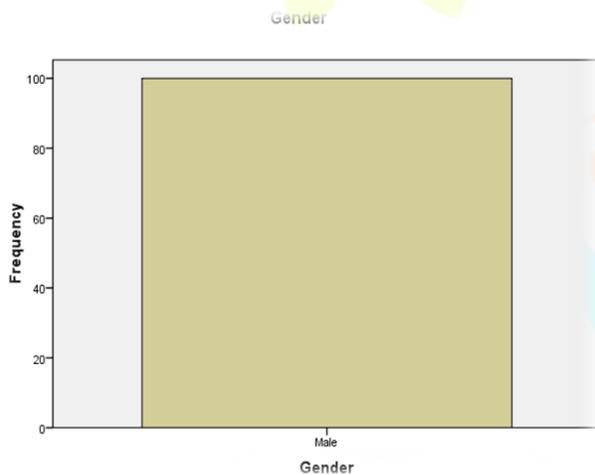
- **Sample Unit** - Employees of the Sugar industries in Bagalkot District
- **Sample size** - 100
- **Sampling Scheme** - Simple random sampling
- **Sample Place** - Nandi co-operative sugar factory & Nirani sugars Limited.

SCOPE OF THE STUDY

The study has been assumed to find the effectiveness of grievance mechanism in sugar industries, so in the future it will help to the employer to understand the employee's problems. And also it helps to improve the grievance system in the organization. It cannot be applied to other industries.

LIMITATIONS OF THE STUDY

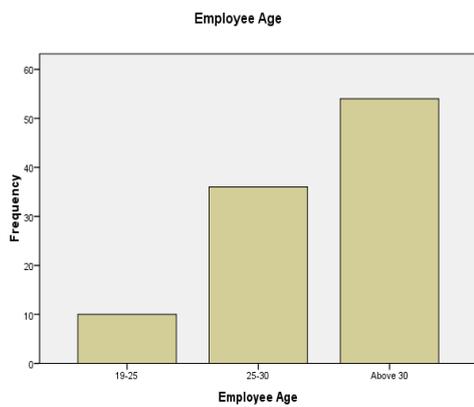
- The research is carried only in Bagalkot District Sugar Industries, so the findings and suggestions may not be applicable to other industries.
- The primary data inference through personal interaction with the employees may have an element bias form the point of view of individual employee's perspective.



	Frequenc y	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Male	100	100.0	100.0	100.0

Analysis: From the above table it can be analysed that Among 100 respondents, 100% of respondents are male.

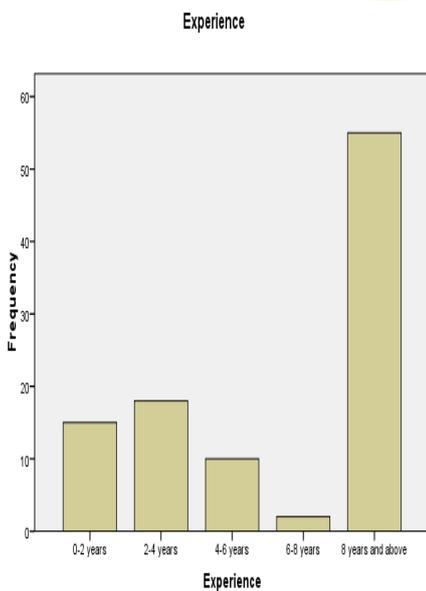
Interpretation: From the above data It can be interpreted that all responders are male, because the majority of the jobs in sugar mill is physically demanding, and hence they may not prefer female workers.



Employee Age				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
19-25	10	10.0	10.0	10.0
25-30	36	36.0	36.0	46.0
Above 30	54	54.0	54.0	100.0
Total	100	100.0	100.0	

Analysis: From the above data it can be analysed that among 100 respondents, 54% of employees are above 30 aged, 36% of respondents between the age of 25-30, 10% of respondents are between the age of 19-25.

Interpretation: From the above data, it can be interpreted that more than half of the employees are above 30 aged, and 36% of employees are in between 25-30 aged.



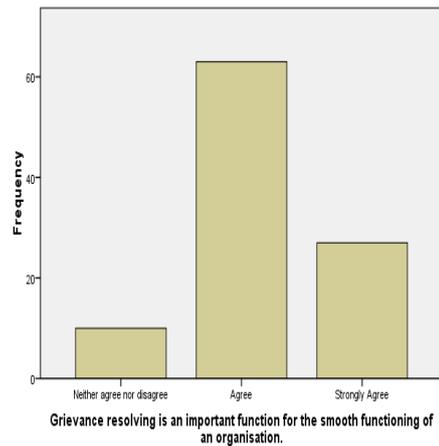
Experience				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
0-2 years	15	15.0	15.0	15.0
2-4 years	18	18.0	18.0	33.0
4-6 years	10	10.0	10.0	43.0
6-8 years	2	2.0	2.0	45.0
8 years and above	55	55.0	55.0	100.0
Total	100	100.0	100.0	

Analysis: This chart shows that 55 % of respondents have 8 years of Experience, 18% of respondents have 2-4 years, 15% of respondents have 0-2 years of Experience, 10% of respondents have 4-6 years of Experience and 2% of respondents have 6-8 years of Experience.

Research Through Innovation

Interpretation: From the above data, it can be interpreted that most of the employees are from sugar industries are experienced.

Grievance resolving is an important function for the smooth functioning of an organisation.

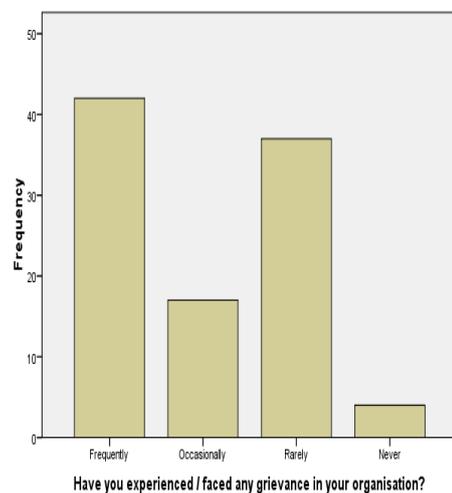


Grievance resolving is an important function for the smooth functioning of an organisation.				
	Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percent (%)
Neither agree nor disagree	10	10.0	10.0	10.0
Agree	63	63.0	63.0	73.0
Strongly Agree	27	27.0	27.0	100.0
Total	100	100.0	100.0	

Analysis: From the above data it is inferred that 63% of respondents agree that Grievance resolving is an important function for the smooth functioning of an organisation, 27% of respondents are strongly agree, while the other 10% of respondents neither agree nor disagree.

Interpretation: From the above graph It can be interpreted that the majority of respondents agree that grievance resolving is an important function for the smooth operation of an organisation, When problems of employees resolved immediately it will help them to work productively.

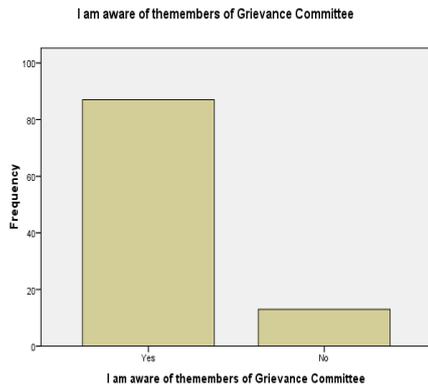
Have you experienced / faced any grievance in your organisation?



Have you experienced / faced any grievance in your organisation?				
	Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percent (%)
Never	4	4.0	4.0	100.0
Frequently	42	42.0	42.0	42.0
Occasionally	17	17.0	17.0	59.0
Rarely	37	37.0	37.0	96.0
Total	100	100.0	100.0	

Analysis: According to the above Table, among 100 respondents 42% respondents frequently faced grievance, 37% respondents rarely faced grievance, 17% respondents occasionally faced grievance, 4% respondents never faced any grievance.

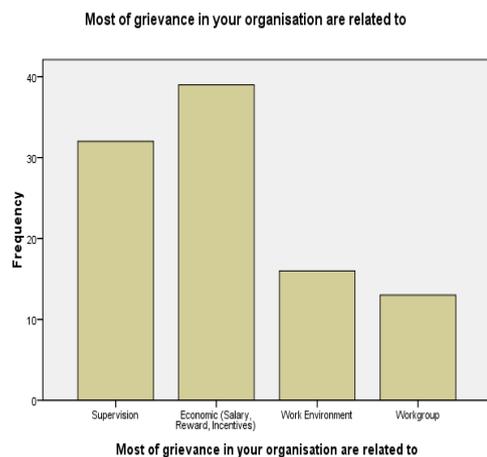
Interpretation: From the above data, it can be interpreted that most respondents frequently experienced grievances because of delay in salary, shift allocation, and leave. Some employees rarely experience this because of sudden workload.



I am aware of the members of Grievance Committee				
	Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
Yes	87	87.0	87.0	87.0
No	13	13.0	13.0	100.0
Total	100	100.0	100.0	

Analysis: According to the above table, 87% of respondents are aware of the members of the grievance committee, while 13% are not.

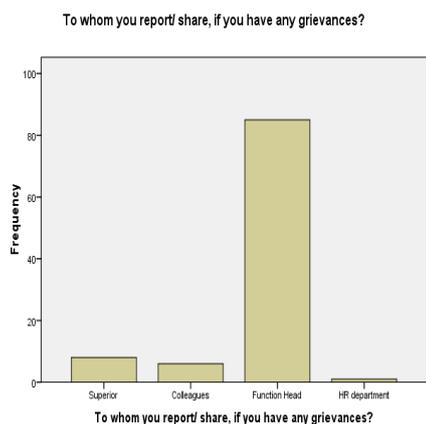
Interpretation: It can be inferred from the above data, majority of respondents know who are there in the Grievance Committee, some of them don't know about committee members because some issues will be resolved by supervisory level itself.



Most of grievance in your organisation are related to				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Supervision	32	32.0	32.0	32.0
Economic (Salary, Reward, Incentives)	39	39.0	39.0	71.0
Work Environment	16	16.0	16.0	87.0
Workgroup	13	13.0	13.0	100.0
Total	100	100.0	100.0	

Analysis: This Table shows that 39% of 100 respondents had an issue linked to economics (such as pay, bonuses, and incentives). 32% of respondents facing grievance related to supervision, 16% of respondents facing grievance related to work environment, 4% of respondents facing grievance related to work group.

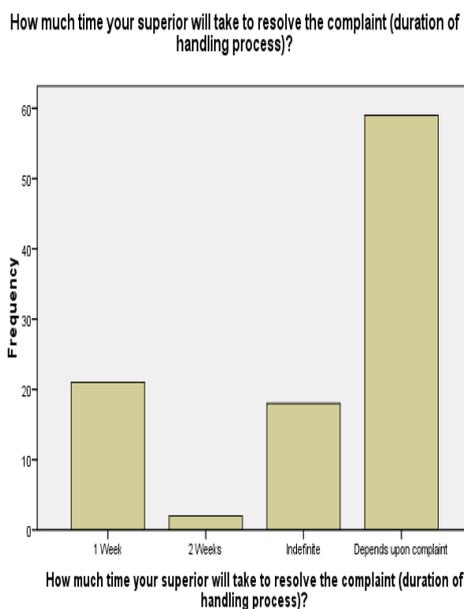
Interpretation: From the above analysis it can be interpreted that most of the employees are facing grievance because of economic factor like salary, reward or incentives because on time not making salary to employees.



To whom you report/ share, if you have any grievances?				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Superior	8	8.0	8.0	8.0
Colleagues	6	6.0	6.0	14.0
Function Head	85	85.0	85.0	99.0
HR department	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Analysis: Among the 100 respondents, 85% of respondents reported the grievance to the function head, 8% reported the grievance to their supervisor, 6% of respondents report the grievance to colleagues, only 1% of respondents report the grievance to HR department.

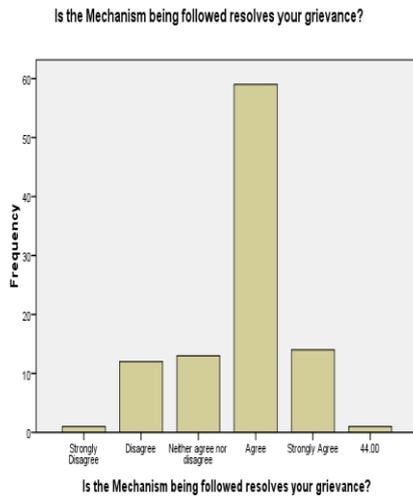
Interpretation: According to the graph above, most of the respondents take their complaints to the function head since they are familiar & close with function head.



How much time your superior will take to resolve the complaint (duration of handling process)?				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
1 Week	21	21.0	21.0	21.0
2 Weeks	2	2.0	2.0	23.0
Indefinite	18	18.0	18.0	41.0
Depends upon complaint	59	59.0	59.0	100.0
Total	100	100.0	100.0	

Analysis: Among the 100 responders, 59% respondents complaint resolved based on the complaint, and 21% respondents complaint resolved within one week. 18% of respondents complaint solved indefinite, 2% of respondents complaint solved in 2 week.

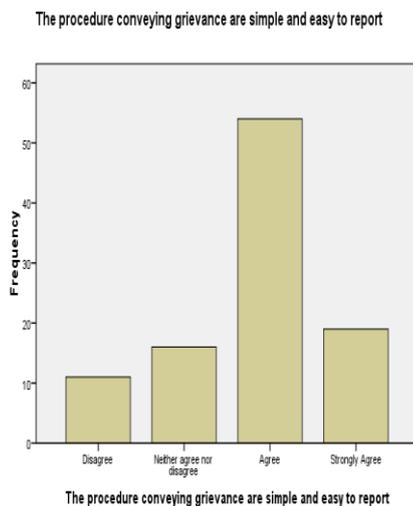
Interpretation: Most respondents grievances may take some time to settle, while certain issues may be resolved in an hour or less in these sectors, but the time takes to handle a grievance varies based on the nature of the complaint.



	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Strongly Disagree	1	1.0	1.0	1.0
Disagree	12	12.0	12.0	13.0
Neither agree nor disagree	13	13.0	13.0	26.0
Agree	59	59.0	59.0	85.0
Strongly Agree	15	15.0	15.0	100.0
Total	100	100.0	100.0	

Analysis: According to the data in the above table, 74% of 100 respondents says that the process in place addresses the workers' grievances, while 13% disagree.

Interpretation: From the above graph it is revealed that the majority of respondents says that the organization's current grievance procedure is effective in resolving grievance, when the mechanism is easy to resolve the grievance, employees will feel free to share their problems, when they are satisfied in the company automatically the company environment will be good and the production rate will increase.



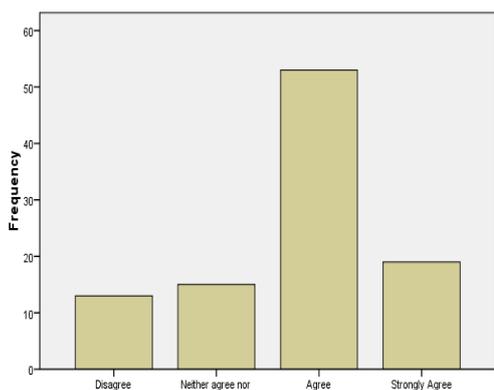
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Disagree	11	11.0	11.0	11.0
Neither agree nor disagree	16	16.0	16.0	27.0
Agree	54	54.0	54.0	81.0
Strongly Agree	19	19.0	19.0	100.0
Total	100	100.0	100.0	

Analysis: According to the above table, 54% of respondents agree that the procedure conveying grievance are simple and easy to report, 19% of respondents strongly agree, and 16% of respondents neither disagree nor agree.

Interpretation: According to above graph, the majority of respondents says that the method for communicating grievances is simple and easy, indicating that the firm has a good system.

When the grievance solved in good manner and in time which reduces the rate of grievance.

During Grievance handling, there is a positive and friendly approach



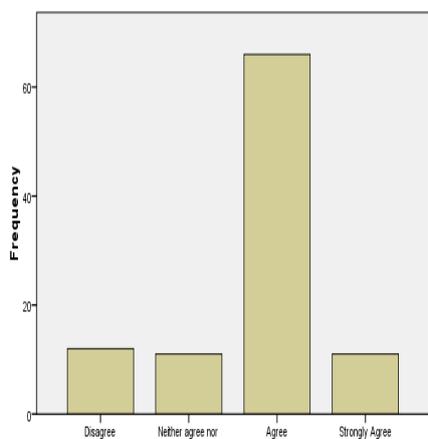
During Grievance handling, there is a positive and friendly approach

During Grievance handling, there is a positive and friendly approach				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Disagree	13	13.0	13.0	13.0
Neither agree nor disagree	15	15.0	15.0	28.0
Agree	53	53.0	53.0	81.0
Strongly Agree	19	19.0	19.0	100.0
Total	100	100.0	100.0	

Analysis: According to the above table, 53% of respondents says that during Grievance Handling, there is a positive and friendly approach, while 19% disagree, 15% of those respondents neither agree nor disagree, 13% of respondents disagree.

Interpretation: It can be interpreted from the above data that the majority of respondents says that a positive and friendly approach is used during grievance handling. This should be the case in the company because it is beneficial to have a friendly approach in the workplace because employees will feel free to express their grievance in detail, When employees are happy and if they says there is a good response and a caring of an individual, it will help to increase productivity.

I feel that the supervisor possesses necessary skills/Knowledge in terms of understanding my problem.



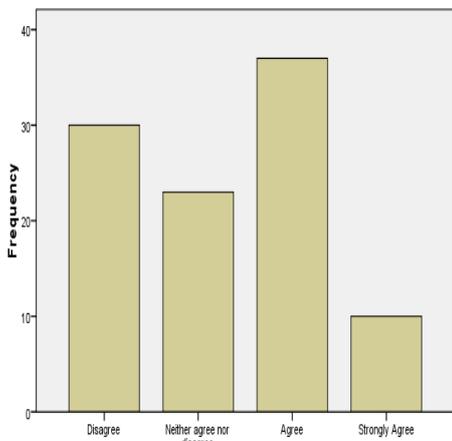
I feel that the supervisor possesses necessary skills/Knowledge in terms of understanding my problem.

I feel that the supervisor possesses necessary skills/Knowledge in terms of understanding my problem.				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Disagree	12	12.0	12.0	12.0
Neither agree nor disagree	11	11.0	11.0	23.0
Agree	66	66.0	66.0	89.0
Strongly Agree	11	11.0	11.0	100.0
Total	100	100.0	100.0	

Analysis: According to the data in the table above, 77% of respondents says that their supervisor has the requisite abilities / knowledge to comprehend their concerns, while 12% disagree and 11% of respondents neither disagree nor agree.

Interpretation: Based on the above data, the majority of respondents says that these company supervisors have the necessary skills / knowledge to understand their employees problems, and that when the supervisor is concerned about solving the problem, he should have at least a basic understanding of the situation and quick decision can be made.

In my organisation, the committee members have complete authority to take necessary action to resolve the grievance.



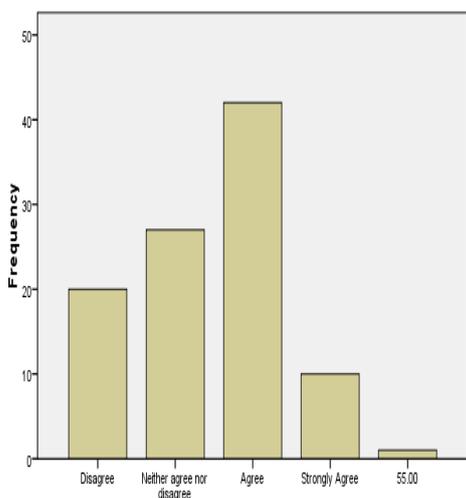
In my organisation, the committee members have complete authority to take necessary action to resolve the grievance.

In my organisation, the committee members have complete authority to take necessary action to resolve the grievance.				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Disagree	30	30.0	30.0	30.0
Neither agree nor disagree	23	23.0	23.0	53.0
Agree	37	37.0	37.0	90.0
Strongly Agree	10	10.0	10.0	100.0
Total	100	100.0	100.0	

Analysis: According to the above table, 47% of respondents says that the committee members have the ability to take appropriate action to remedy the issue, while 30% of respondents disagree. 23% of respondents disagree. 23% of respondents Neither agreeing nor disagreeing.

Interpretation: Based on the aforementioned statistics, it can be interpreted that the majority of respondents says that committee members have entire ability to handle the complaints. And some of the employees said that the committee members don't have complete authority to take necessary action to resolve the grievance, some of the major decisions may be given to committee members to solve grievance immediately, this will motivate committee members to look into employees problem seriously, this in turn reduces pending of complaints.

Grievance committee constantly provides the updates about the status of grievance/compliant?

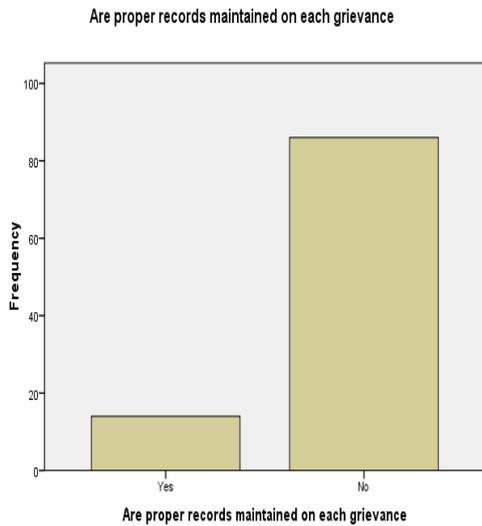


Grievance committee constantly provides the updates about the status of grievance/compliant?

Grievance committee constantly provides the updates about the status of Grievance / compliant?				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Disagree	20	20.0	20.0	20.0
Neither agree nor disagree	27	27.0	27.0	47.0
Agree	42	42.0	42.0	89.0
Strongly Agree	11	11.0	11.0	100.0
Total	100	100.0	100.0	

Analysis: From the above Table it can be analysed that 53% of respondents agree that the Grievance committee constantly provides the updates about the status of grievance / Compliant, 27% of respondents Neither disagree nor agree, 20% of respondents are Disagree.

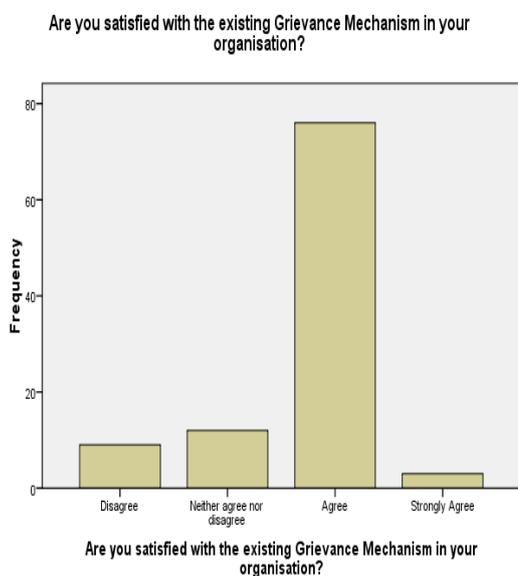
Interpretation: From the above data it can be interpreted that the majority of respondents say that the grievance committee constantly provides the updates about the status of Grievance / compliant. When the employees feel that those words were considered and they were treated well, automatically they will show lot of interest towards work. When the grievance solved with in time so that there will not be any pending complaints.



Are proper records maintained on each grievance				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Yes	14	14.0	14.0	14.0
No	86	86.0	86.0	100.0
Total	100	100.0	100.0	

Analysis: From the above Table it can be analysed that among 100 employees 86% of respondents says there is no any proper record maintained on Each grievance, 14% of respondents says there is a proper record maintained on Each grievance.

Interpretation: From the above data it can be interpreted that most of the respondents said that there is no proper record maintained on each grievance because most of grievance may not related to the organisation policies, they may not be able to show in documentation or some grievance related to bonus and some other things which may not be solved within a day, so for that there would be no any documents are recorded.



Are you satisfied with the existing Grievance Mechanism in your organisation?				
	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Disagree	9	9.0	9.0	9.0
Neither agree nor disagree	12	12.0	12.0	21.0
Agree	76	76.0	76.0	97.0
Strongly Agree	3	3.0	3.0	100.0
Total	100	100.0	100.0	

Analysis: According to the data in the table above, 76% of respondents are agree with the current Grievance Mechanism, 12% respondents Neither agree nor disagree, 9% of respondents disagree, and 3% strongly agree.

Interpretation: From the above data it can be interpreted that most of the respondents said that they were satisfied with the existing Grievance Mechanism, when the grievance solved within the supervisor level the time will be saved then the employee also shows interest on work.

Findings

1. 63% of employees are agree that grievance resolving is an important function for smooth functioning of an organisation while 10% of employees are don't even know it is an important function.
2. 42% of employees are frequently experienced grievance, 4% of employees are never experienced any grievance in these organisations, while other experienced rarely and occasionally.
3. 87% of employees are aware of the grievance committee members, 13% of employees are not aware of the grievance committee members.
4. Among 100 respondents 32% of respondents facing grievance related to supervision, 39% of respondents facing grievance, 16% of respondents facing grievance related to work environment while the remaining 4% of respondents facing grievance related to work group.
5. 85% of respondents are report the grievance to function head, 8% of respondents report the grievance to superior, 6% of respondents report the grievance to colleagues, only 1% of respondents report the grievance to HR department.
6. 21% of employees grievance solved within 1 week , 2% of Employees grievance solved in 2 week, 18% of Employees grievance solved within indefinite, while remaining 59% of employees grievance solved based on their compliant.
7. 59% of employees are agree that mechanism being followed resolves the employees grievance.
8. 54% of employees are agree with the procedure conveying grievance are simple and easy to report, 19% of employees are strongly agree with the procedure conveying grievance are simple and easy to report while other 16% of employees are neither agree nor that the procedure conveying grievance are simple and easy to report.
9. 53% of respondents agree that during grievance handling there is a positive and friendly approach, 19% of respondents strongly agree, 15% of respondents neither agree nor disagree, 13% of respondents disagree that the during grievance handling there is a positive and friendly approach.
10. 66% of respondents said that the supervisor possesses necessary skills / Knowledge in terms of understanding their problems.
11. 30% of respondents are disagree that the committee members have complete authority to take necessary action to resolve the grievance, 37 % of respondents agree that the committee members have complete authority to take necessary action to resolve the grievance, 10% of respondents strongly agree that the committee members have complete authority to take necessary action to resolve the grievance.
12. 42% of respondents agreed that the grievance committee constantly provides the updates about the status of grievance / compliant.
13. 86% of respondents says, there is no any proper record maintained on each grievance remaining, 14% of respondents says there is a proper record maintained on each grievance.

Suggestions

- It is necessity to identify and take major decision to reduce grievance.
- It is necessity to create awareness among the employees by conducting some programmes.
- The supervisor should keep observing employees, who are working for an organisation and they should be rewarded properly.
- The grievance should be solved within a week, when it takes long time to resolve the employee may not show his interest towards work.
- Organisation must adopt speed grievance handling mechanism.
- It is need to be make small changes in the present grievance handling mechanism. They should consider every employee's grievance is important. So organisation should have transparent procedure because most of the employees are happy with the present mechanism and it is easy to convey but also some of the employees are not happy with the present mechanism.

- The organisation should give authority to take a decision to the committee members, this will motivate them to look into employee's problem seriously, this in turn reduces pending of complaints.
- The organisation should maintain the proper record, when it is maintained properly it helps to solve other related grievance it may not become hard to solve.

Conclusion

Grievance is quite common in all the organisations. It depends upon the management of the organisation how it takes or deals with the grievance, if the grievance is not addressed properly, it leads for further consequences, it may be experienced in the form of dissatisfied employees, lower productivity, and increase in errors or accidents.

The study shows that the present grievance handling mechanism in sugar industries at Bagalkot district is satisfactory. Still some of the employees expressed their dissatisfaction about the grievance mechanism, due to factors such as salary, work schedule, leave process. So it is important for the management to improve on the above mentioned factors. This will reduce the dissatisfaction among employees. The lesser grievance shows the higher satisfaction, highly satisfied employees means higher productivity.

Reference

1. M.R. Vidhya, (Jan 2012) "Grievance Handling Procedure in IT Companies". IOSR Journal Of Humanities And Social Science (IOSR-JHSS)
2. Dr.V.Mohanasundaram, Professor and Head, Department of MBA,(Mar 2013) "A Study on Employee Grievances at Dharmapuri District, Co-Operative Sugar Mills Ltd.," Palacode. Journal of Business Management & Social Sciences Research (JBM&SSR)
3. Ms.g.ramya (Dec 2014), "A Study On Effectiveness Of Grievance Handling Mechanism At Swastik Apparales", Erode. INDIAN JOURNAL OF APPLIED RESEARCH
4. Dr.G.Balamurugan & M.Thamilarasi (2017), "A Study on Grievances Handling At Sakthi Sugar Industry", Erode. International Journal of Advance Research and Innovative Ideas in Education
5. M. Dhanushya, S.S. Gayathri & L.Anusiya (2018) , "A Study on Effectiveness of Grievance Redressal Procedure with Respect to Neyveli Lignite Corporation Limited"- Neyveli-Tamil Nadu. International Journal for Research in Engineering Application & Management (IJREAM)

