Master‟s Thesis On

# **GRIEVANCE REDRESSAL MECHANISM**

***FOR THE PARTIAL FULFILLMENT OF THE REQUIREMENT***

***FOR THE AWARD OF***

***MASTER OF BUSINESS ADMINISTRATION***

### **UNDER THE GUIDANCE OF**

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**ABSTRACT**

Grievance handling systems in organizations like BSNL (Bharat Sanchar Nigam Limited) are crucial for maintaining employee satisfaction, ensuring a positive work environment, and addressing concerns effectively. While specific details about BSNL's internal processes might not be publicly available, I can provide you with a general outline of how a grievance handling system in such a large organization might work:

Employees can submit grievances through various channels, such as online portals, email, dedicated grievance hotlines, or physical grievance boxes placed in offices. Grievances can range from issues related to work conditions, harassment, discrimination, policies, or disputes with colleagues or supervisors. Upon receiving a grievance, the system records the details, including the nature of the grievance, the person filing it, date, and relevant context. A designated grievance redressal team or committee assesses the grievance to understand its validity and seriousness.

The committee might conduct interviews, collect evidence, and talk to relevant parties involved. If the grievance is found to be valid, efforts are made to resolve the issue. This could involve mediation, counseling, or other conflict resolution techniques. In cases of harassment or discrimination, strict actions are taken against the guilty party, ensuring a safe working environment for all.

If the employee is dissatisfied with the initial resolution, there might be an escalation process where the grievance is reviewed by higher management or an independent ombudsman. After the resolution, the system ensures that the agreed-upon actions are implemented. Feedback is collected from the aggrieved party to evaluate the effectiveness of the resolution process. Based on the types of grievances received, organizations implement preventive measures such as training programs, policy revisions, or awareness campaigns to avoid similar issues in the future.

**INTRODUCTION**

"Grievances" refer to concerns, complaints, or dissatisfaction expressed by individuals or groups regarding their experiences, treatment, or conditions within an organization. These concerns can relate to various aspects such as employment practices, workplace environment, policies, procedures, or interactions with others. Grievances may arise from perceived injustices, unfair treatment, discrimination, harassment, or other issues that impact the well- being or rights of individuals within the organization. Addressing grievances promptly and effectively is essential for maintaining a positive organizational culture and fostering trust among stakeholders.

### **GRIEVANCE HANDLING MECHANISM**

A grievances handling mechanism is a structured process designed to address and resolve complaints, concerns, or issues raised by individuals within an organization. It typically involves clear procedures for lodging complaints, impartial investigation, and accountability, fostering a positive work environment and enhancing organizational trust and satisfaction among stakeholders.

### **SCOPE OF THE STUDY**

The scope of a grievances redressal mechanism is like the boundaries or limits of what it deals with and who it helps. It includes:

1. The different kinds of problems it solves, like technical issues or complaints about services.
2. The people or groups it helps, such as customers, employees, or partners.
3. The steps it follows to handle complaints, from reporting to resolving them.
4. The things it needs, like enough staff and tools to fix problems.
5. Making sure it follows the rules and laws.
6. Always trying to get better by listening to feedback and making improvements

### **NEED OF THE STUDY**

The need for studying grievances redressal mechanisms lies in several key areas:

1. **Improving Stakeholder Satisfaction:** Understanding how grievances are handled allows organizations to address issues effectively, leading to improved satisfaction among customers, employees, and other stakeholders.
2. **Enhancing Organizational Efficiency**: Studying grievances helps identify inefficiencies in processes or systems, enabling organizations to streamline operations and allocate resources more effectively.
3. **Maintaining Reputation and Trust:** By promptly addressing grievances, organizations can uphold their reputation and build trust with stakeholders, demonstrating their commitment to addressing concerns and maintaining high standards of service.
4. **Compliance and Risk Management:** Studying grievances ensures that organizations comply with legal and regulatory requirements related to grievance handling, reducing the risk of legal consequences and reputational damage.
5. **Driving Continuous Improvement**: Examining grievances provides valuable insights for continuous improvement, enabling organizations to identify recurring issues, implement preventive measures, and enhance overall performance.

**RESEARCH METHODOLOGY**

Research/Exploration is defined as a" careful disquisition or inquiry, especially through the hunt for new data in any branch of knowledge.

A project, on the other hand, is a systematic presentation that includes a formulated hypothesis, collected data, analysis of the facts, and proposed conclusions presented in the form of recommendations.

#### **i. KIND OF RESEARCH**

The research conducted is descriptive research, which focuses on describing situations rather than making predictions or determining cause and effect.

In survey method research, participants respond to questions either through interviews or questionnaires. Researchers then describe the responses provided. To ensure the reliability and validity of the survey, it's crucial that questions are constructed properly. They should be clear and easy to comprehend for participants.

#### **i. RESEARCH DESIGN**

The research design refers to the method and procedure specified to acquire the information necessary to address or solve a problem. It encompasses the project's overall operational framework, outlining what information is collected from which sources and through what procedures. The research design arranges conditions for data collection and analysis in a manner that aims to balance relevance to the research purpose with efficiency in procedure.

#### **i. DATA ANALYSIS**

The data analysis was based on units, age, years of experience, and various factors. Simple average method was used for analysis to ensure that the survey findings are easily understandable by all.

Method of Data Collection:

The researcher opted for the questionnaire method due to time constraints. When designing the data collection procedure, measures were taken to ensure safeguards against bias and unreliability. The collected data were examined for completeness, comprehensibility, consistency, and reliability.

Additionally, secondary data were gathered from sources such as journals, historical documents, magazines, and reports prepared by other researchers. The following methods were used for the present research:

Questionnaires Interviews Observation

### **SAMPLING AND THE METHOD USED**

* **SAMPLE DESIGN**

Care was taken to select the sample based on considerations such as age, sex, and work experience of respondents to ensure better representation of the heterogeneous population. However, the sample design was that of "convenience sampling" or "haphazard sampling" only. Time constraints and the size of the population were major factors in determining the choice of sample design.

Sample Size:

A sample size of 50. Questionnaires were randomly administered to employees from different units.

Statistical Tools Used:

The statistical tools that is being used for data collection and analysis include: Pie Charts

Tables

### **METHODOLOGY**

* + Every project relies on a specific methodology, which systematically guides the problem- solving process or achievement of its objectives. According to Clifford Woody, Research Methodology involves defining and redefining problems, collecting, organizing, and evaluating data, making deductions, and arriving at conclusions.
  + The methodology used in this project follows these steps:
  + - Defining the objectives of the study.
  + Developing a questionnaire aligned with the objectives.
  + Gathering feedback from employees.
  + Analyzing the feedback.
  + Drawing conclusions, presenting findings, and providing suggestions based on the analysis.

**FINDINGS AND SUGGESTIONS**

### **FINDINGS**

1. Most of the employees find that the work culture in the organization is very much supportive. But at times they face grievances which are mostly related to salaries, incentives and the work environment.
2. The employees discuss their grievances with their superior rather than the HR head. Also the grievances are taken care off most of the times.
3. Majorly the problem relies with the superior who takes decision according to level of Greivances and take indefined time to reply to the grievances reported to them. Also the management participates in the grievance handling only to a certain extent when the situation goes out of reach of the senior managers.
4. The employees aren't much satisfied with the grievance handling ,they get satisfied sometimes only and also feel that the management participate actively in the same.
5. Employees find that the informal way to solve their problems proves out to be more suitable. Also that their grievances actual basis is not found out but yes the seniors listen to them actively.
6. The grievance handling system is faulty as the employees aren't continuously informed the progress of their grievance handling but yes the seniors try to solve the problems verbally and create a healthy environment.
7. The employees do not seem to be satisfied with the decisions taken regarding their grievances as there is not much follow ups post decision making.
8. Also the committee set-up to solve the problems does not actively participates to solve the problems.

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### **SUGGESTIONS**

For the effective working of the organisation the companies should consider the following:

* + Training on Communication, body language (concerning behavioral aspects)
  + Education and training on Employee Morale.
  + Awareness program regarding the ESI and PF benefits, various labor laws and employee welfare schemes.
  + Discussion on the Vision and Mission statements of the company and the ways to achieve.
  + More clarity on roles and responsibilities to be carried out by individuals (Duties and rights).
  + Education on Occupational safety.
  + Awareness on importance of education.
  + Employees participation, suggestion, ideas need to be encouraged by the supervisor which will surely motivate the employees and will result in higher level of job satisfaction. This cannot be done immediately and it will not be encouraged by all employees suddenly, it will take time to be involved. Still it is very good for the employees as well as the company.
  + A system of suggestion box can be implemented which will facilitate the employees to give their suggestion to improve the organization and the performance of the employees as well.
  + Since most of the employees in production and manufacturing level are uneducated open door sessions can be carried out so that they will feel easy to express their problems.
  + Time barrier must be fixed to solve problem at different levels which will encourage the employees to express their grievance.
  + The problems should be solved considering their importance, urgency and implications.
  + Counselling of employees need to be carried out periodically which will help the organization to the problem of employees and to solve them which will increase the job satisfaction as well as increase in the efficiency of the employees.
  + Informal counselling helps to address and manage grievances in the workplace.
  + The management can interact well with the employees whenever there is a problem or grievance. This will make the employee to explain the problem properly. This should be done with no perceptions and no favor.
  + Job descriptions, responsibilities should be as clear as possible. Everyone should be informed of company‟s goals and expectation including what is expected from each individual.

**CONCLUSION**

Grievance procedures are related to other attitudinal measures and the actions of shop servants in the grievance procedure It's procedures have been set up to relate to union commitment, employer commitment and binary commitment. The grievance procedure provides a means for relating practices, procedures, and executive programs that are causing hand complaints so that changes can be considered. still, the operation platoon comprising of the CEO, applicable Heads of Department( Jugs), If the organisation is unionized. This is a needed contractual obligation because when an employer recognizes a union, it acknowledges that the union represents all workers within the compass of the collaborative agreement.Communication with the workers can be carried out through notices or leaflets, followed up staff meetings for the purposes of carrying feedback, addressing enterprises and furnishing assurances. In a unionized organisation, the operation should accept the Trade Union's backing in communication because generally, workers are more open to communication from the Trade Union. Administration should insure that the grievances should be entered and stable instantly, so that the workers get the necessary intelligence of satisfaction. As former stated, redressal of the grievances is a must to save good labor operation relations and artificial peace. therefore, the operation should certify that the grievance should be entered and settled instantly, so that the workers get the essential sense of satisfaction. The worried hand approaches the frontal line administrator first. However, a representative of trade union also links the administrator in handling the grievance, If the concern is unionized. All grievances can not be resolved in this step, as these may be beyond the authority and capability of the director. In the coming step, the mid-level director, generally the labor force officer, along with amid-union officer attempt to attack the grievance. In the third step, the top administration and top union leaders be seated together to settle grievances concerning company wide issued.However, it's appertained to an external adjudicator for redressal, If the grievance keeps on unsettled.

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