

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

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**IMPACT OF GRIEVANCES AND REDRESSAL OF EMPLOYEES IN TEXTILE MILLS, COIMBATORE**

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**ABSTRACT**

*Emergence of grievance is a natural outcome of interaction among people whether in organizational context or any other context. In organizational settings, employees may have some grievances against employers; in the same way the employers may have some grievances against employees, Grievances are a state of dissatisfaction towards some issues related to employment. The main objective of this paper is to study the impact of grievances and redressal of employees in Textile mills, Coimbatore & to find out the factors causing grievances among the employees of the organization. Questionnaire method was used to find out the factors causing the grievances. Thirty six questions were framed and the data was collected from the respondents. Primary data was collected from 75 respondents. The data collected for the study was analyzed by using simple percentage method, chi-square test method and weighted average analysis method. Suggestions were given to prevent the grievances and improve the redressal procedures followed in the Textile mills of Coimbatore.*

**KEYWORDS**

Grievances, redressal, textile mills.

**INTRODUCTION**

**IF** emergence of grievance is a natural outcome of interaction among people whether in organizational context or any other context. National commission on Labor of India has defined grievances as follows: "Complaints affecting one or more individual workers in respect of wage payments, overtime, leave, transfer, promotion, seniority, work assignment and other discharges constitute grievances." The causes for the employee grievances under each category are as follows:

- A. Wages and working conditions
- B. Supervision
- C. Management policies and practices
- D. Maladjustment of employee

The main effects of grievances are Frustration, Alienation, Demotivation, Slackness, Low productivity, Increase in wastage and costs, Absenteeism, In discipline, & Labour unrest. The textile industry plays an important role in the country. At present the contribution of the textile industry to GDP is about 4%. Because of the textile industry more than 35 million people get employment and it is the second largest employment provides in India after agriculture of this 29 million people get employed in textile industry and balance 6 million in apparel industry. Because of the rapid growth (get employed in textile industry) in the domestic sector the textile and apparel industry is expanded to provide direct employment to 40 million by the year 2010. The size of the textile and apparel industry is esteemed to be US\$85 billion comprising US\$40 billion in domestic of balance in export by 2010. The contribution of this industry to get gross exports earning is about 17% and it adds less than 2% do the gross impart bill of the country in 2004-2005. The textile industry is the self reliant industry from the production of raw materials to the delivery of final product with considerable value addition at each stage of processing. The industry was relicensed in 1991 and under the current policy number prior gut apparel is necessary to setup textile mills. The per capital cloth availability in the country has increased from 22.87 sq.metres in 1991-92 to 33.51 sq.metres in 2005-2006.

**LITERATURE REVIEW**

Issues of grievances are normally associated with dissatisfaction among employees which related to working procedure, working facilities (Bean, 1994), confusions on provisions stated in company's policy (Ayadurai, 1996) and the violation of provisions in terms and conditions of employment stated in collective agreement (Salamon, 2000). Employee Grievances: An Application Of The Leader-Member Exchange Model By Kelly L. Cleyman, (Ford Motor Company), Steve M. Jex, (Central Michigan University), Kevin G. Love, (Central Michigan University) Using the Leader-Member Exchange (LMX) model as a guide, this study examined the relationship between the quality of information exchange between an employee and his or her immediate supervisor and the intention to file grievances. One hundred twenty-five unionized automotive employees completed a measure of quality of information exchange and responded to eight vignettes representing hypothetical work situations. Employees rated each vignette in terms of their intention to file a grievance if faced with that situation. It was hypothesized that employees who perceived a high quality information exchange relationship with their supervisors would be less likely to file grievances than employees who perceived a low quality information exchange relationship. When the intent to file measure was aggregated across all vignettes, the hypothesis was supported. When the vignettes were categorized into three different types of grievance situations through a principal components analysis, quality of information exchange was related only to grievance filing over issues pertaining to time at work. Implications of these findings for both employee grievance research and grievance prevention are discussed

**SCOPE OF THE STUDY**

The study on employee grievances is done at Textile Mills of Coimbatore. The findings of the study could be used to discover the variables causing grievances which have impact on the growth of the organization. Care and effort must be taken to prevent the grievances present in the employees of the organization. Prevention of grievances helps to maintain good industrial relations and also improves the growth of the organization.

**OBJECTIVES OF THE STUDY**

1. To study the impact of grievances and redressal of employees in Coimbatore Textile Mills.
2. To study the factors causing grievances.
3. To study the redressal procedure followed by the Textile Mills.

4. To know the satisfaction level of employees towards grievances and redressal procedures.
5. To suggest suitable measures to prevent the grievances and to improve the redressal procedures.

**RESEARCH METHODOLOGY**

The research design used for the study is descriptive research design. In this study work, primary data was collected through the questionnaire from the employees of the organization. The survey was conducted among employees of various departments from five different textile mills in Coimbatore. The sample size is 75 employees, 15 employees from each industry. The sampling technique used is simple random sampling. Both primary and secondary data were used in this study. The data collected for the study was analyzed using simple percentage method, weighted average analysis method and chi-square statistical test. Conclusions were drawn and suggestions were given to prevent the grievances.

**ANALYSIS OF EMPLOYEES OPINION TOWARDS GRIEVANCES USING SIMPLE PERCENTAGE METHOD**

**TABLE NO 1: AGE OF RESPONDENTS**

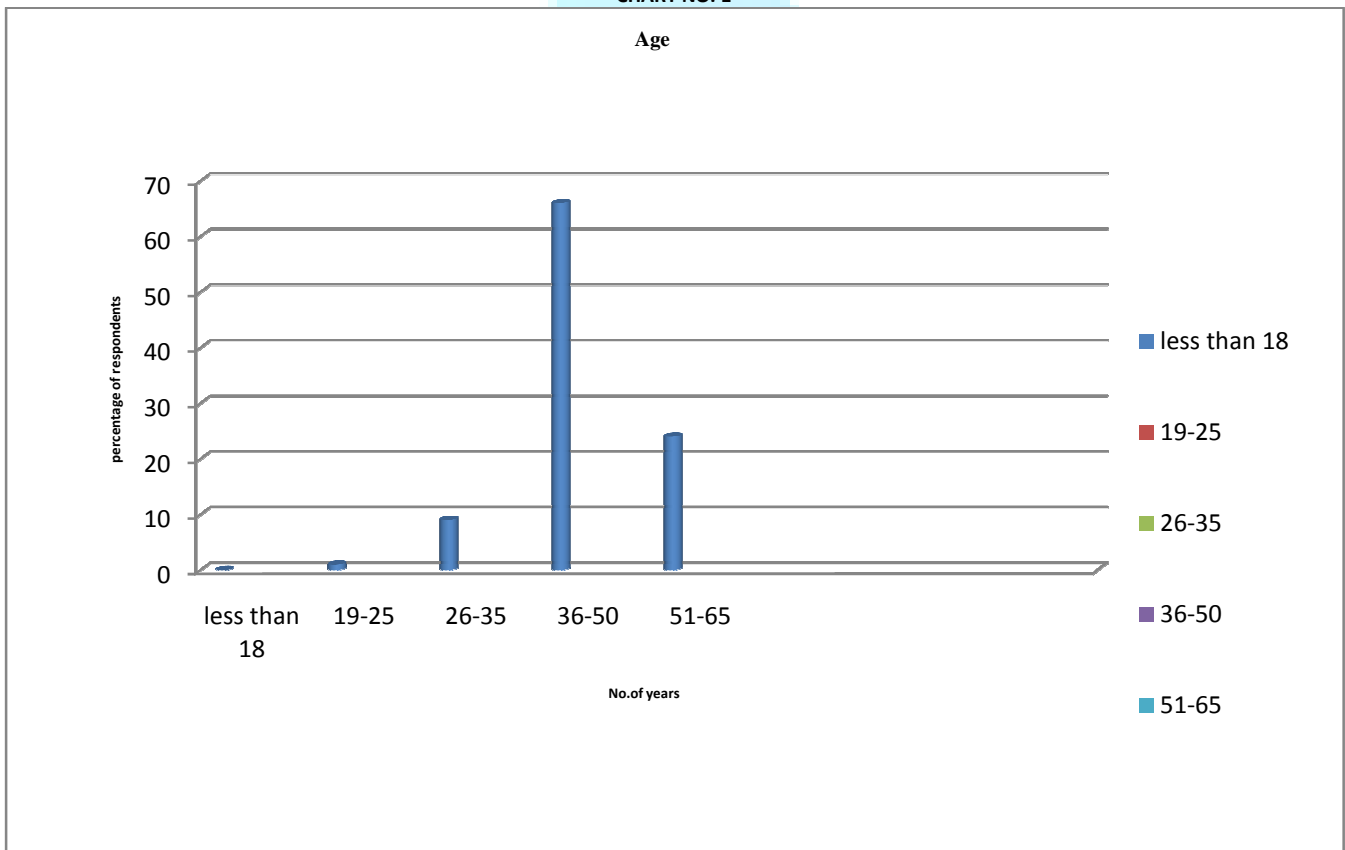
S.No	Age(in years)	Number of Respondents	Percentage of Respondents
1.	Less than 18	-	-
2.	19-25	1	1
3.	26-35	7	9
4.	36-50	49	66
5.	51-65	18	24
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 66% of respondents were between 36-50 years of age. 24% of respondents were between 51-65 years. 9% of respondents were between 26-35 years. 1% of respondents were between 19-25 years. 0% of respondents were less than 18 years.

**CHART NO. 1**



**TABLE NO. 2: EDUCATIONAL QUALIFICATION OF RESPONDENTS**

S.No	Educational Qualification	No. of Respondents	Percentage
1.	Less than SSLC	37	50
2.	SSLC	24	32
3.	Higher Secondary	12	16
4.	Diploma	1	1
5.	Under Graduate	1	1
6.	Total	75	100

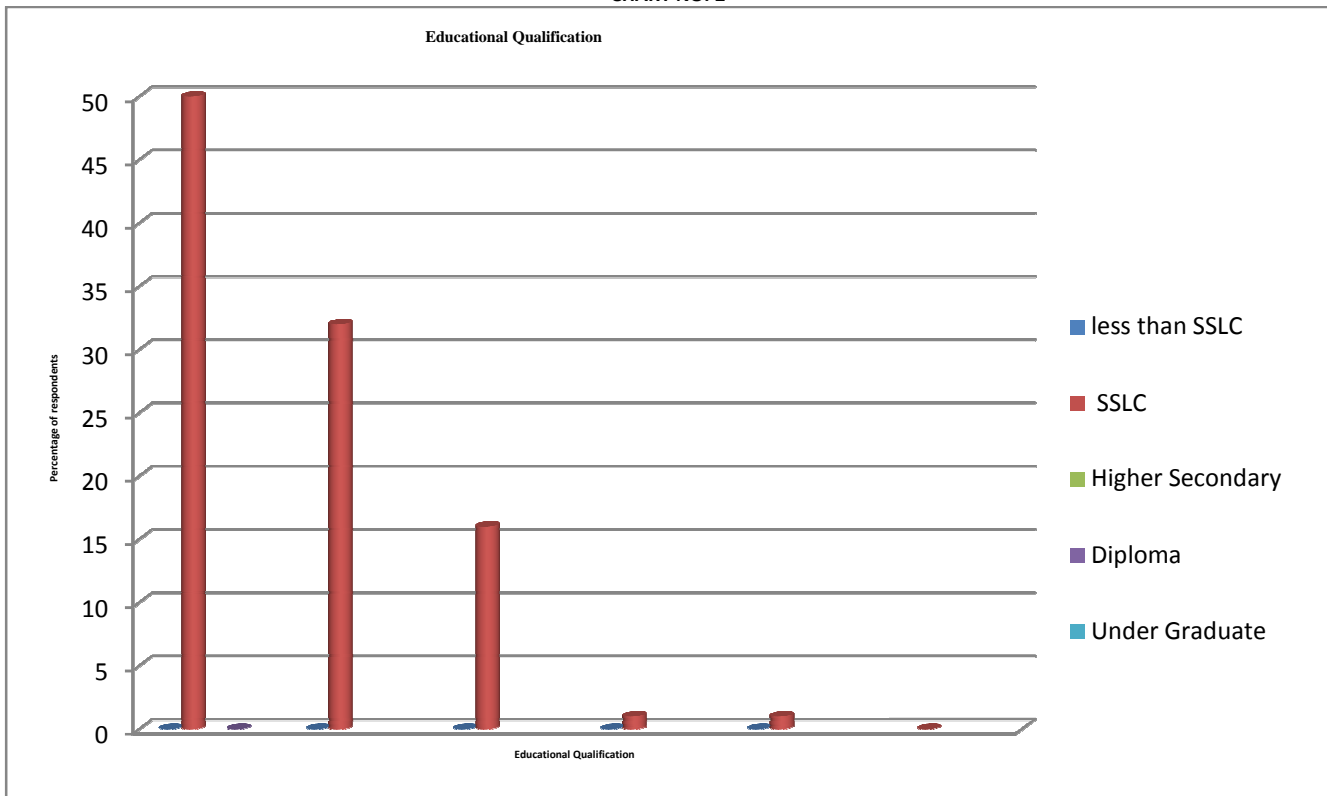
Source: Primary Data

**INTERPRETATION**

From the table we found that 50% of respondents were less than SSLC educational qualification. 32% of respondents were SSLC. 16% of respondents were Higher Secondary. 1% of respondents were Diploma. 1% of respondents were Under Graduate.



CHART NO. 2



FACTORS INFLUENCE THE GRIEVANCES OF THE EMPLOYEES

TABLE NO. 3: RESPONDENTS OPINION TOWARDS WELFARE MEASURES

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	3	4
2.	Agree	29	39
3.	Neutral	-	-
4.	Disagree	36	48
5.	Strongly Disagree	7	9
6.	Total	75	100

Source: Primary Data

INTERPRETATION

From the table we found that 48% of respondents were Disagree with the opinion towards the welfare measures. 39% of respondents were Agree. 9% of respondents were Strongly Disagree. 4% of respondents were Strongly Agree 0% of respondents were Neutral.

CHART NO. 3

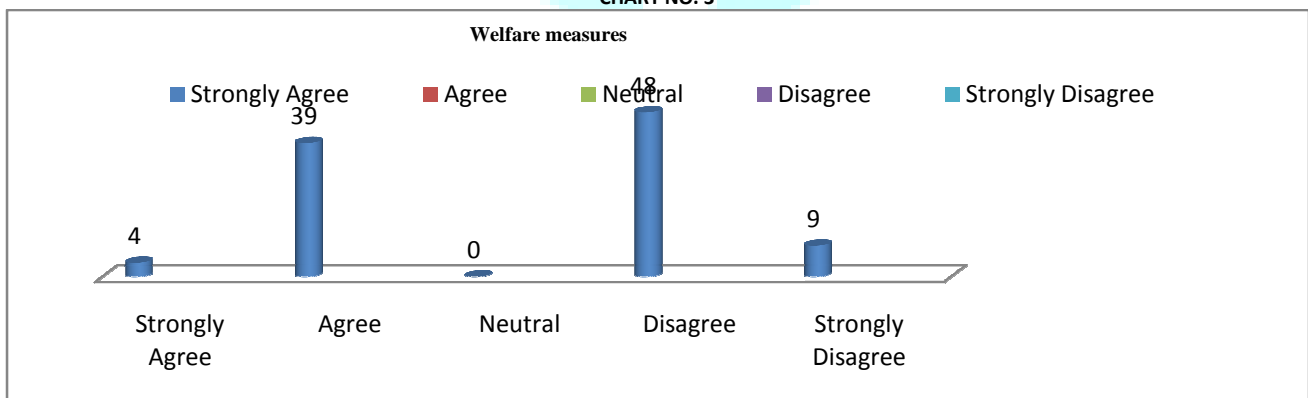


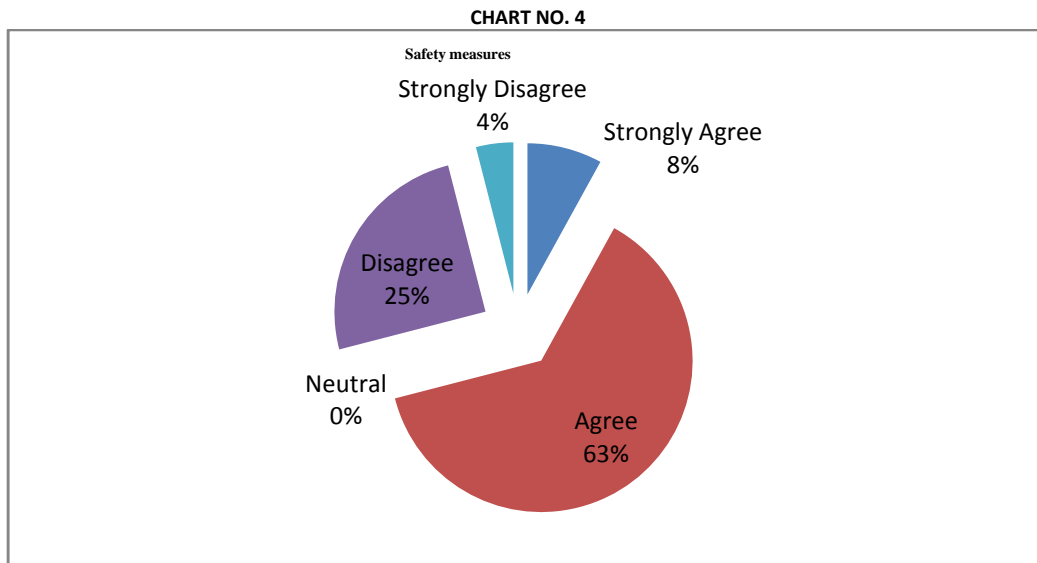
TABLE NO. 4: RESPONDENTS OPINION ON SAFETY MEASURES

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	6	8
2.	Agree	47	63
3.	Neutral	-	-
4.	Disagree	19	25
5.	Strongly Disagree	3	4
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 63% of respondents were Agree with the opinion towards the safety measures. 25% of respondents were Disagree. 8% of respondents were Strongly Agree. 4% of respondents were Strongly Disagree. 0% of respondents were Neutral.



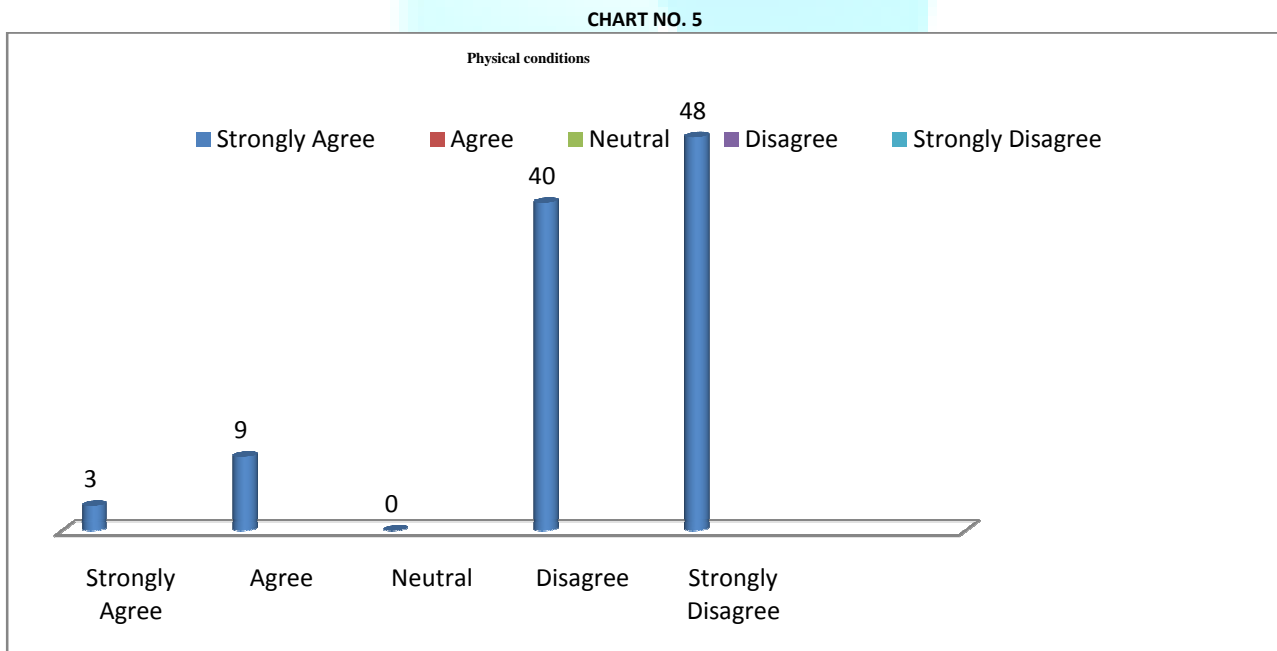
**TABLE NO. 5: RESPONDENTS OPINION ON PHYSICAL CONDITIONS**

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	2	3
2.	Agree	7	9
3.	Neutral	-	-
4.	Disagree	30	40
5.	Strongly Disagree	36	48
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 48% of respondents were Strongly Disagree with the opinion towards the physical conditions. 40% of respondents were Disagree. 9% of respondents were Agree. 3% of respondents were Strongly Agree. 0% of respondents were Neutral.



**TABLE NO. 6: RESPONDENTS OPINION TOWARDS WAGES**

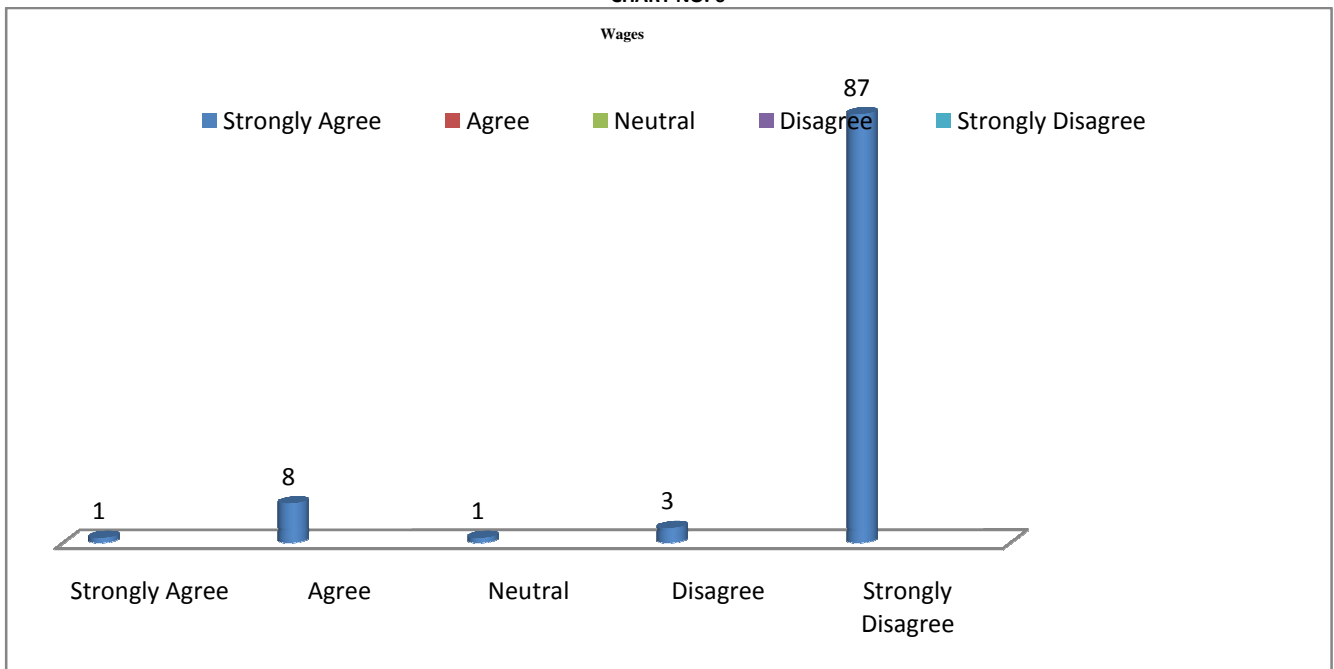
S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	1	1
2.	Agree	6	8
3.	Neutral	1	1
4.	Disagree	2	3
5.	Strongly Disagree	65	87
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 87% of respondents were Strongly Disagree with the opinion towards wages. 8% of respondents were Agree. 3% of respondents were Disagree.1% of respondents were Strongly Agree. 1% of respondents were Neutral.

**CHART NO. 6**



**TABLE NO:7 RESPONDENTS OPINION TOWARDS SALARY**

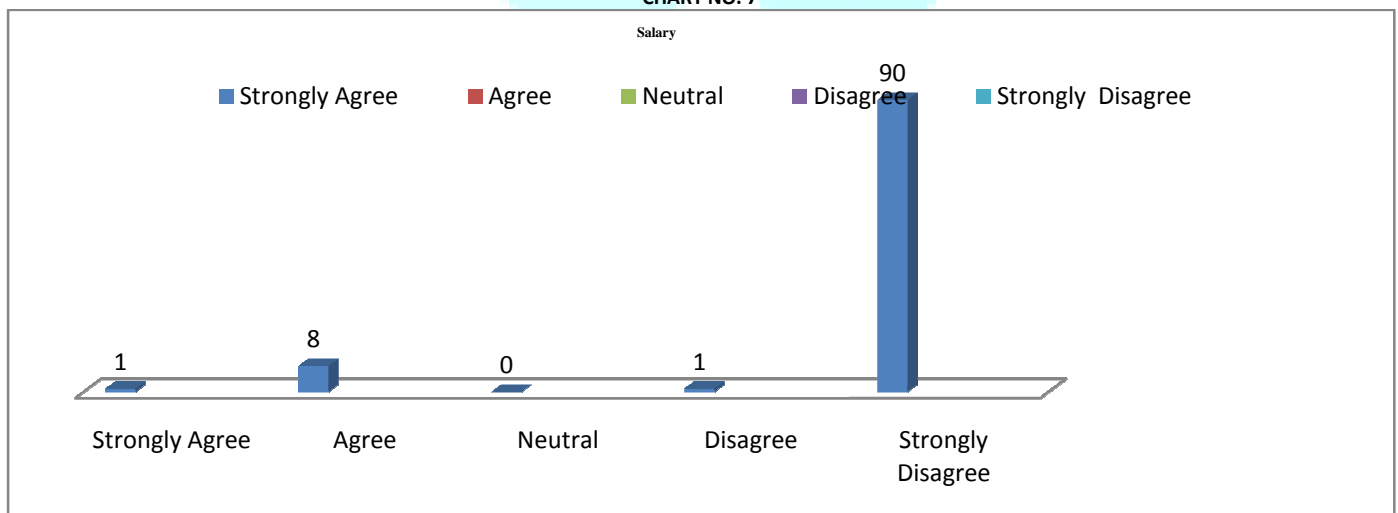
S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	1	1
2.	Agree	6	8
3.	Neutral	-	-
4.	Disagree	1	1
5.	Strongly Disagree	67	90
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 90% of respondents were Strongly Disagree with the opinion towards the salary. 8% of respondents were Agree. 1% of respondents were Strongly Agree.1% of respondents were Disagree. 0% of respondents were Neutral.

**CHART NO. 7**



**TABLE NO 8. RESPONDENTS OPINION TOWARDS RELATIONSHIP WITH AUTHORITIES**

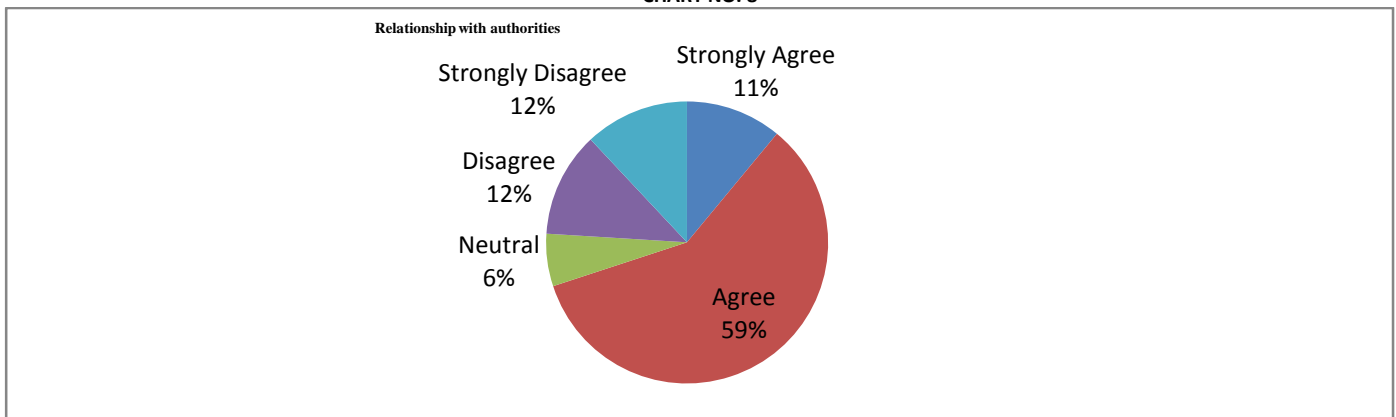
S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	8	11
2.	Agree	44	59
3.	Neutral	5	6
4.	Disagree	9	12
5.	Strongly Disagree	9	12
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 59% of respondents were Agree with the opinion towards the relationship with authorities. 12% of respondents were Disagree. 12% of respondents were Strongly Disagree. 11% of respondents were Strongly Agree. 6% of respondents were Neutral.

**CHART NO. 8**



**TABLE NO 9. RESPONDENTS OPINION TOWARDS WORK SCHEDULES**

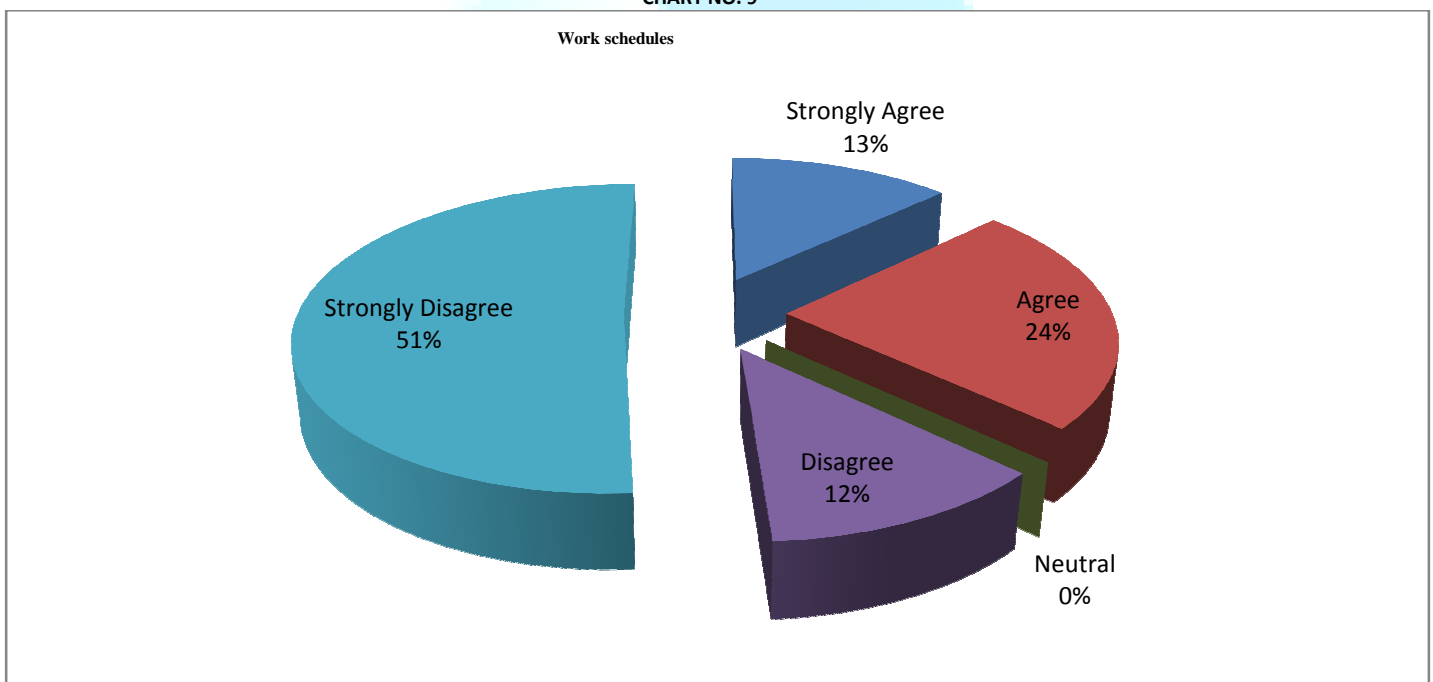
S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	13	17
2.	Agree	16	21
3.	Neutral	11	15
4.	Disagree	13	17
5.	Strongly Disagree	22	30
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 30% of respondents were Strongly Disagree with the opinion towards the work schedules. 21% of respondents were Agree. 17% of respondents were Strongly Agree. 17% of respondents were Disagree. 15% of respondents were Neutral.

**CHART NO. 9**



**TABLE NO. 10: RESPONDENTS OPINION TOWARDS RULES/REGULATIONS**

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	12	16
2.	Agree	46	62
3.	Neutral	-	-
4.	Disagree	7	9
5.	Strongly Disagree	10	13
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 62% of respondents were Agree with the opinion towards the rules/regulations. 16% of respondents were Strongly Agree. 13% of respondents were Strongly Disagree. 9% of respondents were Disagree. 0% of respondents were Neutral.

CHART NO. 10

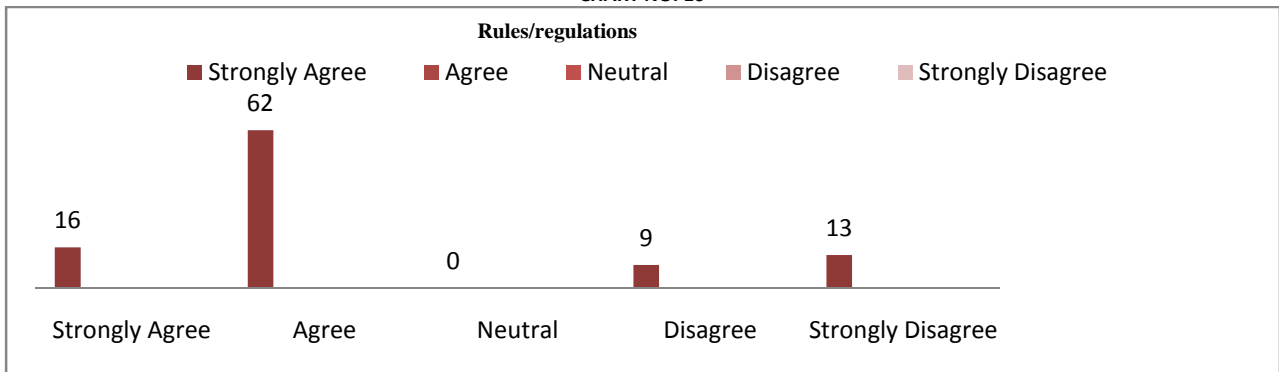


TABLE NO. 11: RESPONDENTS OPINION TOWARDS OTHER FACILITIES

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	6	8
2.	Agree	27	36
3.	Neutral	3	4
4.	Disagree	9	12
5.	Strongly Disagree	30	40
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 40% of respondents were Strongly Disagree with the opinion towards other facilities. 36% of respondents were Agree. 12% of respondents were Disagree. 8% of respondents were Strongly Agree. 4% of respondents were Neutral.

CHART NO. 11

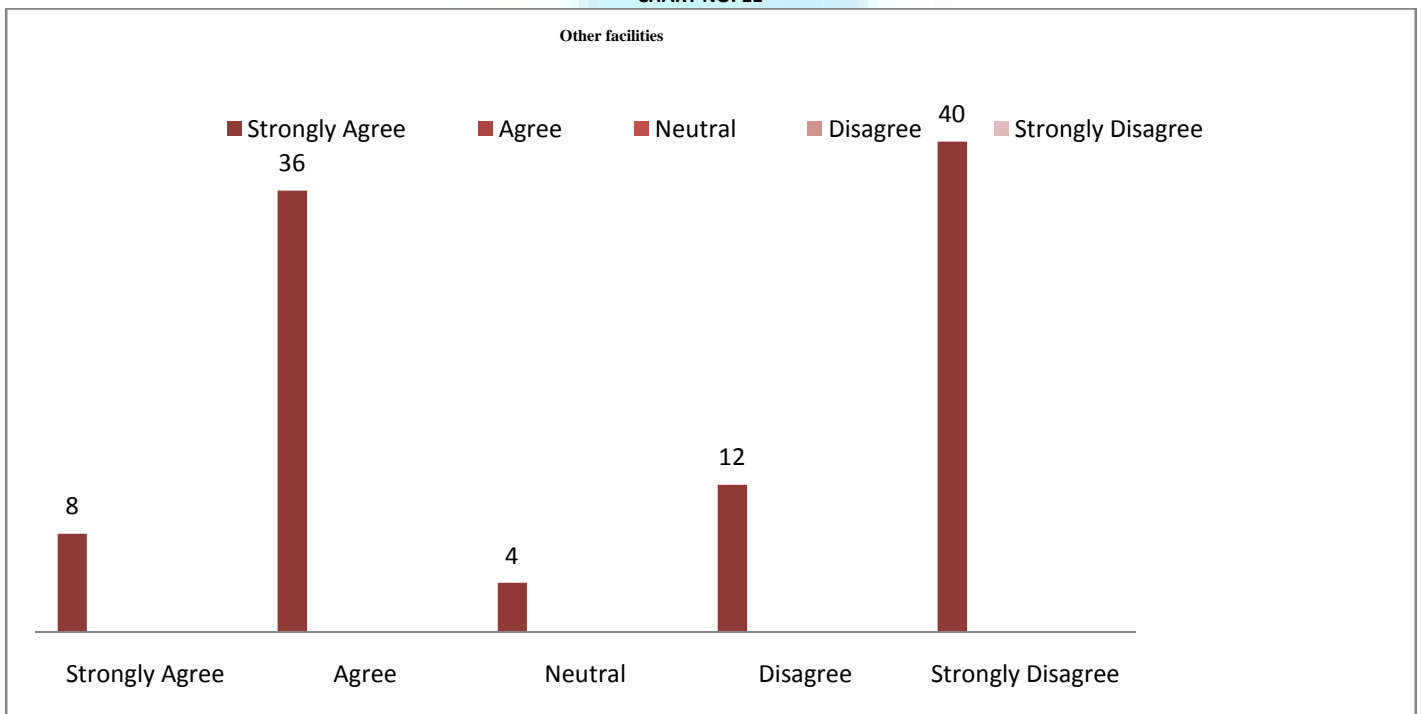


TABLE NO. 12: RESPONDENTS OPINION TOWARDS MEDICAL BENEFITS

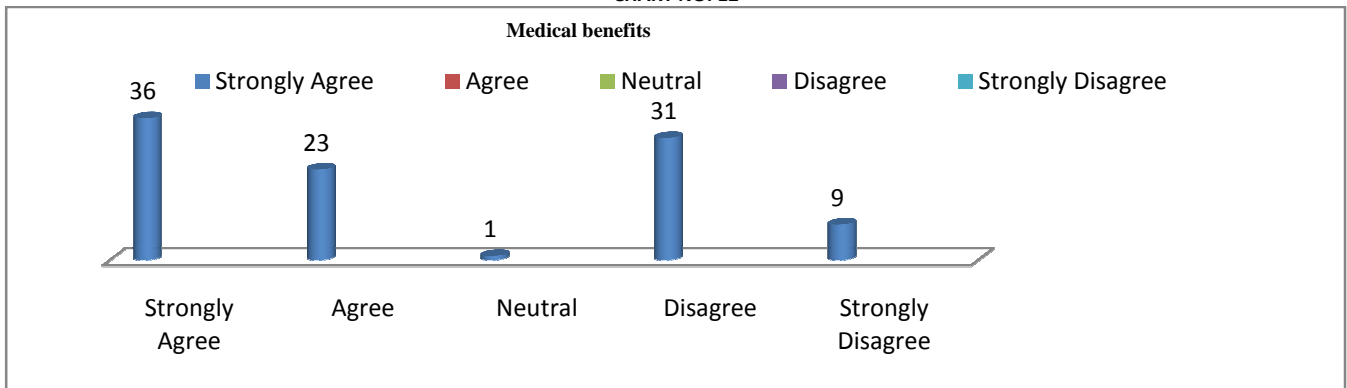
S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	27	36
2.	Agree	17	23
3.	Neutral	1	1
4.	Disagree	23	31
5.	Strongly Disagree	7	9
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 36% of respondents were Strongly Agree with the opinion towards the medical facilities. 31% of respondents were Disagree. 23% of respondents were Agree. 9% of respondents were Strongly Disagree. 1% of respondents were Neutral.

CHART NO. 12



REDRESSAL PROCEDURES FOLLOWED IN YOUR ORGANIZATION:

TABLE NO. 13: RESPONDENTS OPINION TOWARDS WEEKLY/MONTHLY MEETINGS

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	10	13
2.	Agree	25	33
3.	Neutral	-	-
4.	Disagree	26	35
5.	Strongly Disagree	14	19
6.	Total	75	100

Source: Primary Data

INTERPRETATION

From the table we found that 35% of respondents were Disagree with the opinion towards the weekly/monthly meetings. 33% of respondents were Agree. 19% of respondents were Strongly Disagree. 13% of respondents were Strongly Agree. 0% of respondents were Neutral.

CHART NO. 13

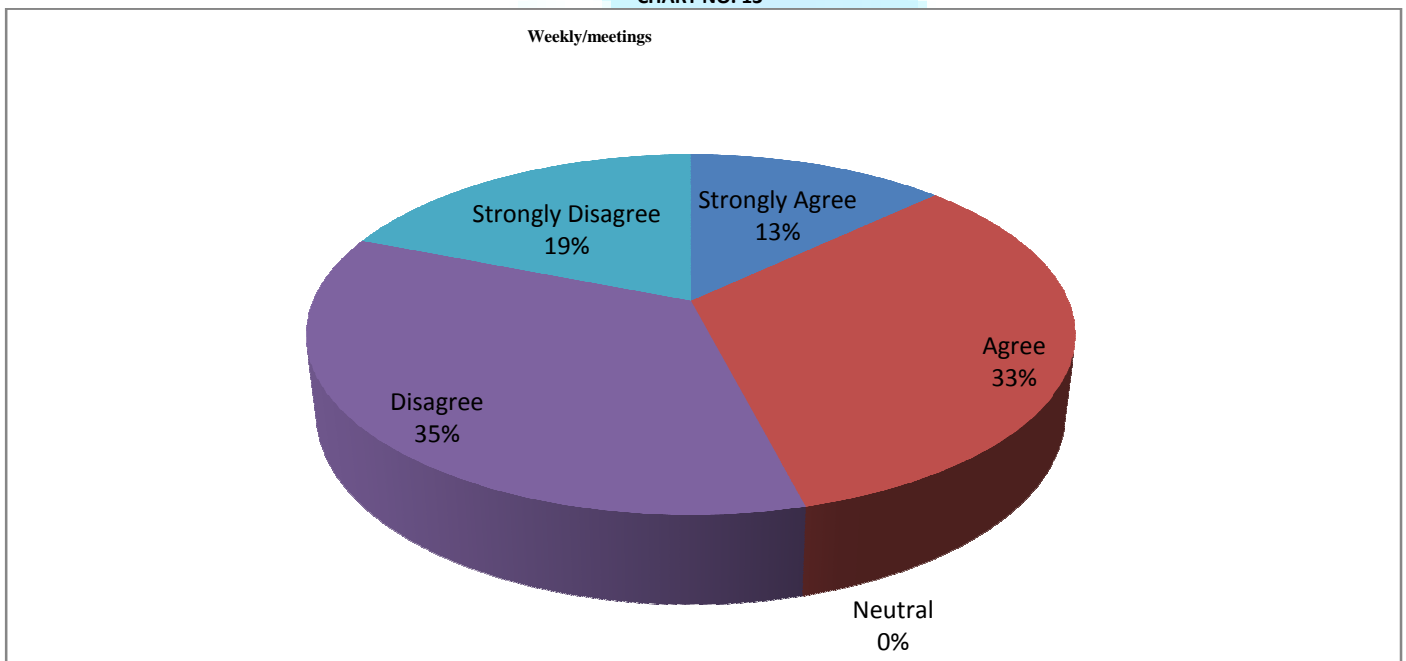


TABLE NO. 14: RESPONDENTS OPINION TOWARDS INFORMAL CHANNELS TO REDRESS YOUR GRIEVANCES

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	7	9
2.	Agree	21	28
3.	Neutral	2	3
4.	Disagree	20	27
5.	Strongly Disagree	25	33
6.	Total	75	100

Source: Primary Data

INTERPRETATION

From the table we found that 33% of respondents were Strongly Disagree with the opinion towards the informal channels to redress your grievances. 28% of respondents were Agree. 27% of respondents were Disagree. 9% of respondents were Strongly Agree. 3% of respondents were Neutral.

CHART NO. 14

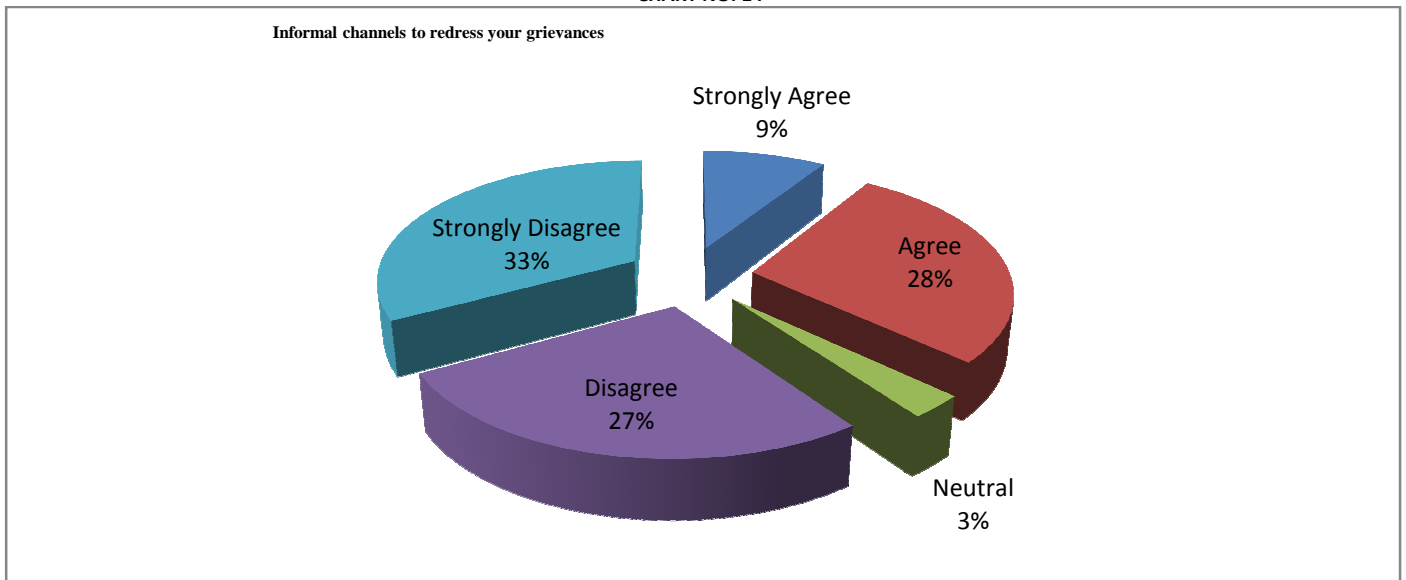


TABLE NO:15 RESPONDENTS OPINION TOWARDS REAL BASIS OF PROBLEM IDENTIFIED

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	25	33
2.	Agree	44	59
3.	Neutral	-	-
4.	Disagree	6	8
5.	Strongly Disagree	-	-
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 59% of respondents were Agree with the opinion towards real basis of problem identified.33% of respondents were Strongly Agree.8% of respondents were Disagree.0% of respondents were Strongly Disagree.0% of respondents were Neutral.

CHART NO. 15

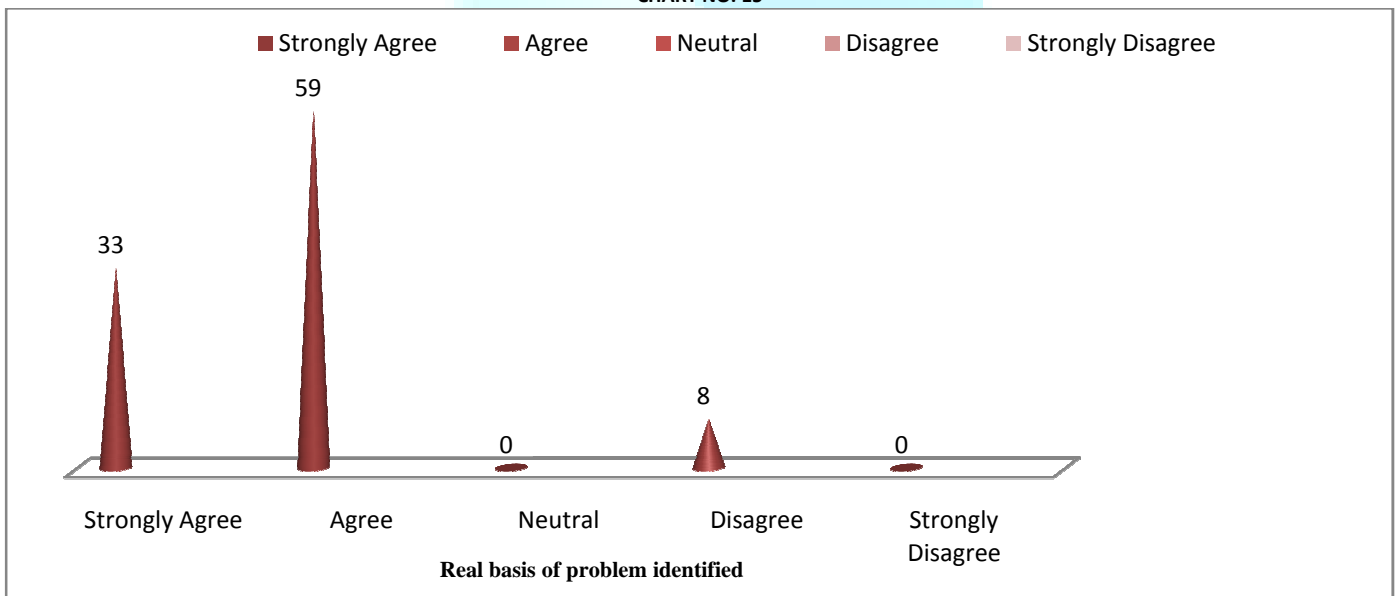


TABLE NO. 16: RESPONDENTS OPINION TOWARDS HIGHER AUTHORITY LISTEN FOR GRIEVANCES IS BEEN PRESENTED

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	12	16
2.	Agree	35	47
3.	Neutral	1	1
4.	Disagree	16	21
5.	Strongly Disagree	11	15
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 47% of respondents were Agree with the opinion towards the higher authority listen for a grievance is been presented.21% of respondents was Disagree.16% of respondents were Strongly Agree. 15% of respondents were Strongly Disagree. 1% of respondents were Neutral.

CHART NO. 16

Higher authority listen for grievances is been presented

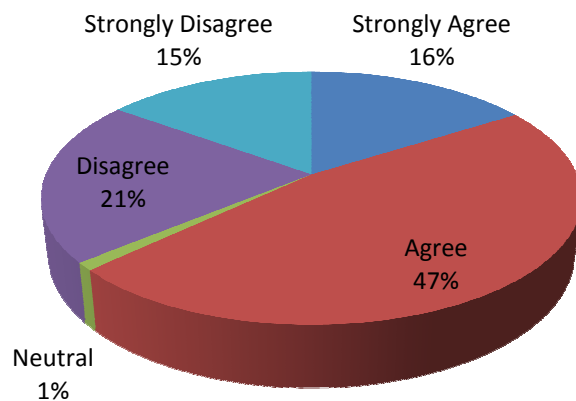


TABLE NO. 17: RESPONDENTS OPINION TOWARDS MECHANISMS IS BEEN FOLLOWED TO RESOLVE THE PROBLEM

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	5	7
2.	Agree	18	24
3.	Neutral	-	-
4.	Disagree	24	32
5.	Strongly Disagree	28	37
6.	Total	75	100

Source: Primary Data

INTERPRETATION

From the table we found that 37% of respondents were Strongly Disagree with the opinion towards mechanisms is been followed to resolve the problem. 32% of respondents were Disagree. 24% of respondents were Agree. 7% of respondents were Strongly Agree. 0% of respondents were Neutral.

CHART NO. 17

Resolve the problem

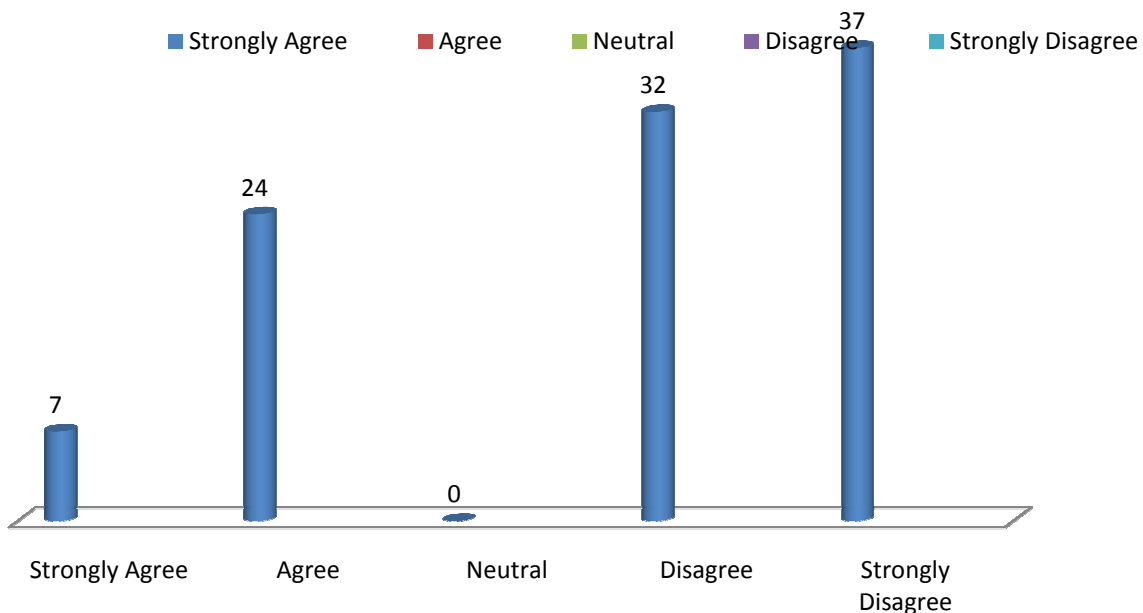


TABLE NO. 18: RESPONDENTS OPINION TOWARDS SUPERVISOR TAKE NECESSARY ACTION TO SOLVE PROBLEM

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	11	15
2.	Agree	44	59
3.	Neutral	-	-
4.	Disagree	8	10
5.	Strongly Disagree	12	16
6.	Total	75	100

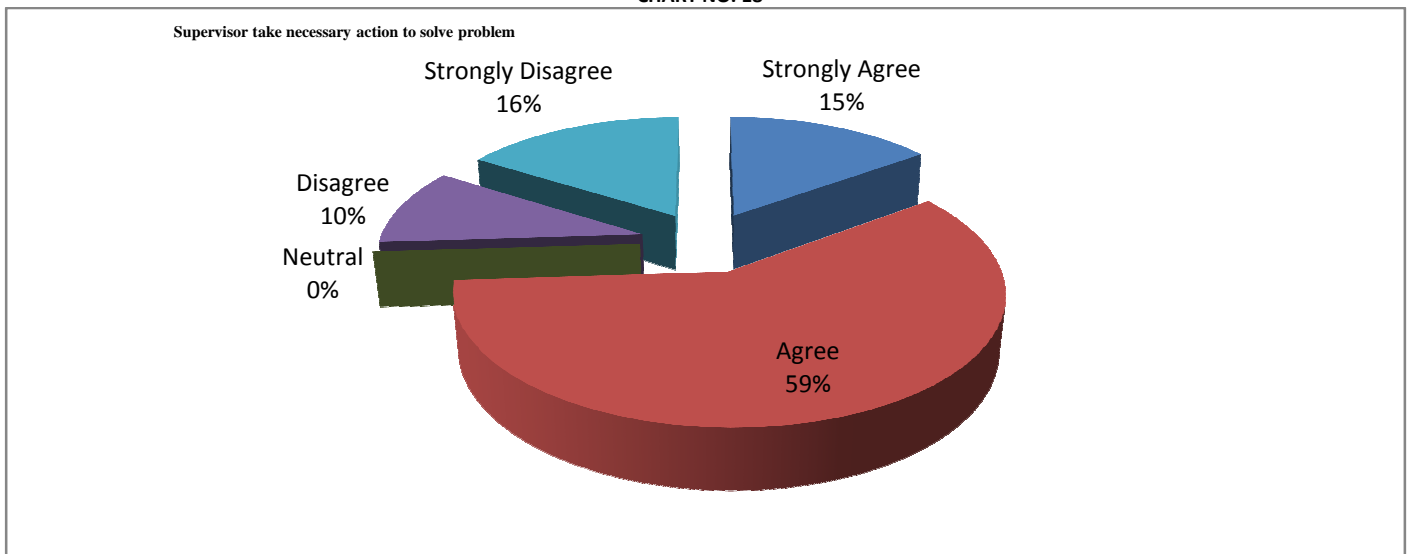
Source: Primary Data



**INTERPRETATION**

From the table we found that 59% of respondents were Agree with the opinion towards supervisor take necessary action to solve problem.16% of respondents were Strongly Disagree.15% of respondents were Strongly Agree.10% of respondents were Disagree. 0% of respondents were Neutral.

**CHART NO. 18**



**TABLE NO. 19: RESPONDENTS OPINION TOWARDS PROPER RECORDS MAINTAINED**

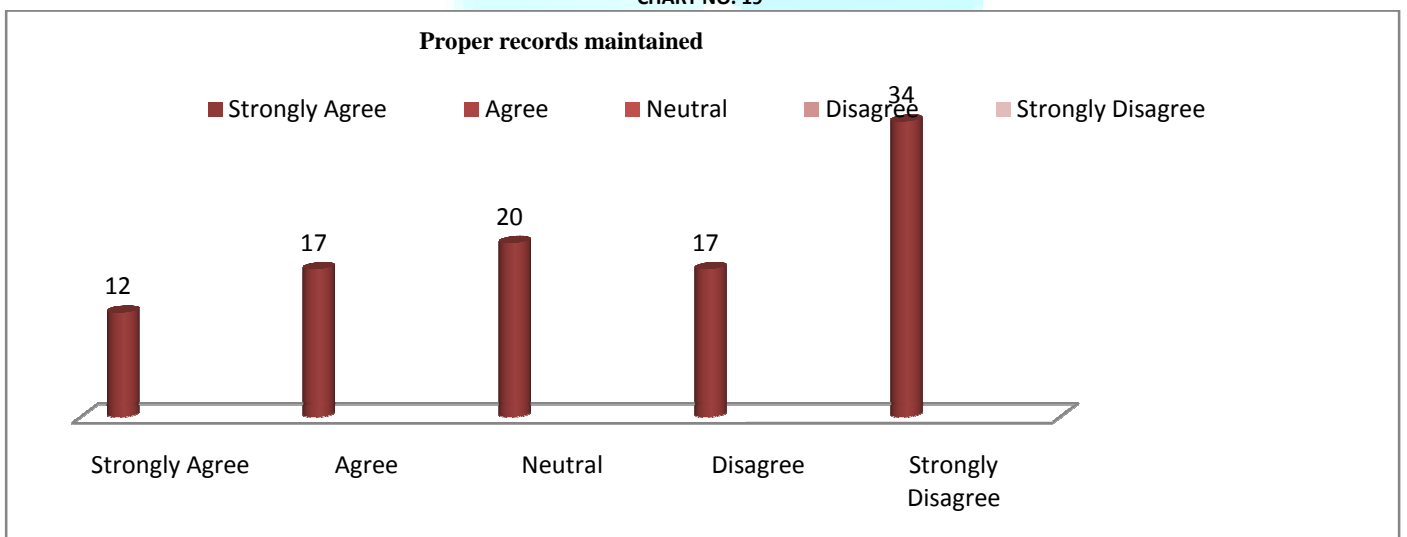
S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	9	12
2.	Agree	13	17
3.	Neutral	15	20
4.	Disagree	13	17
5.	Strongly Disagree	25	34
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 34% of respondents were Strongly Disagree with the opinion towards the proper records maintained. 20% of respondents were Neutral. 17% of respondents were Agree. 17% of respondents were Disagree. 12% of respondents were Strongly Agree.

**CHART NO. 19**



**TABLE NO. 20: RESPONDENTS OPINION TOWARDS CONVEYING OF PROCEDURES IS SIMPLE TO UTILIZE**

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	9	12
2.	Agree	22	29
3.	Neutral	5	7
4.	Disagree	10	13
5.	Strongly Disagree	29	39
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 39% of respondents were Strongly Disagree with the opinion towards the conveying of procedures is simple to utilize. 29% of respondents were Agree. 13% of respondents were Disagree. 12% of respondents were Strongly Agree. 7% of respondents were Neutral.

CHART NO. 20

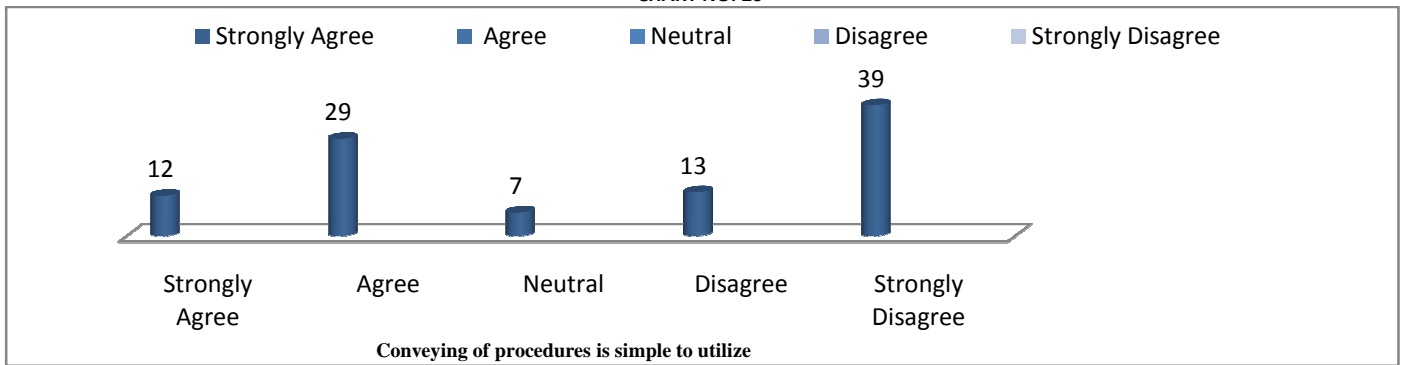


TABLE NO. 21: RESPONDENTS OPINION TOWARDS TEMPORARY RELIEF PROVIDED UNTIL PROPER DECISION IS MADE

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	11	15
2.	Agree	13	17
3.	Neutral	1	1
4.	Disagree	14	19
5.	Strongly Disagree	36	48
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 48% of respondents were Strongly Disagree with the opinion towards the temporary relief provided until proper decision made. 19% of respondents were Disagree. 17% of respondents were Agree. 15% of respondents were Strongly Agree. 1% of respondents were Neutral.

CHART NO. 21

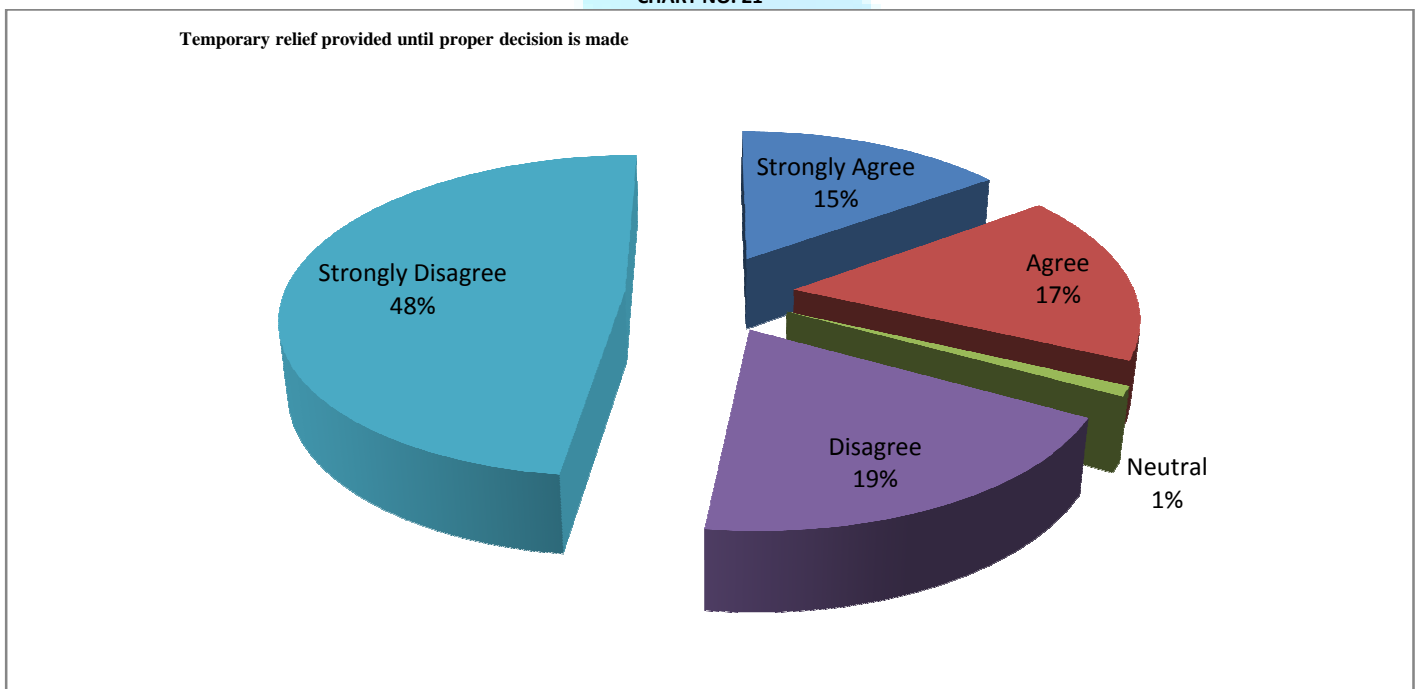


TABLE NO. 22: RESPONDENTS OPINION TOWARDS MEMBERS ACTIVELY ENGAGE IN RESOLVING YOUR PROBLEM

S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	15	20
2.	Agree	20	27
3.	Neutral	1	1
4.	Disagree	16	21
5.	Strongly Disagree	23	31
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 31% of respondents were Strongly Disagree with the opinion towards the members actively engage in resolving your problem. 27% of respondents were Agree. 21% of respondents were Disagree. 20% of respondents were Strongly Agree. 1% of respondents were Neutral.

CHART NO. 22

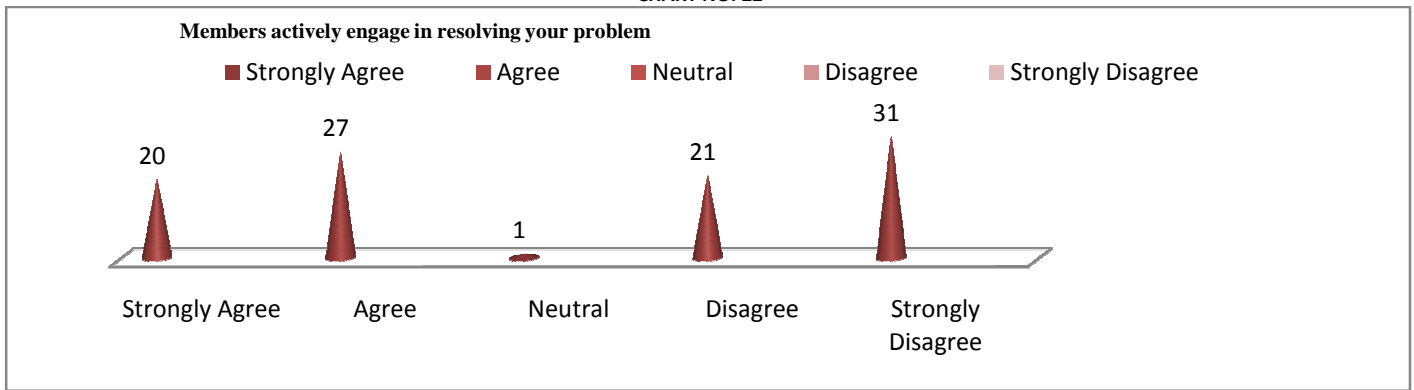


TABLE NO. 23: RESPONDENTS OPINION TOWARDS DISCIPLINARY ACTION TAKEN IN THE ORGANIZATION

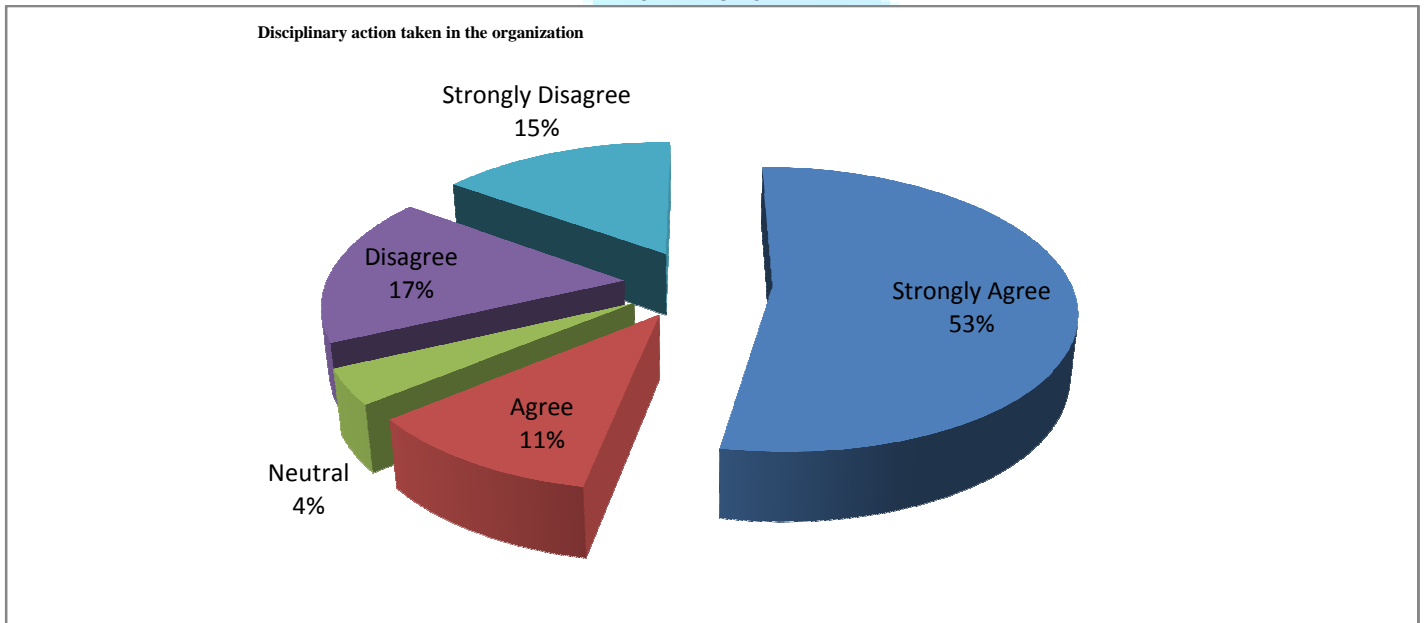
S.No	Categories	No. of Respondents	Percentage
1.	Strongly Agree	40	53
2.	Agree	8	11
3.	Neutral	3	4
4.	Disagree	13	17
5.	Strongly Disagree	11	15
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 53% of respondents were Strongly Agree with the opinion towards the disciplinary action taken in the organization. 17% of respondents were Disagree. 15% of respondents were Strongly Disagree. 11% of respondents were Agree. 4% of respondents were Neutral.

CHART NO. 23



**SATISFACTION OF REDRESSAL PROCEDURES IN YOUR ORGANIZATION**

TABLE NO. 24: RESPONDENTS OPINION TOWARDS OPPORTUNITY IS GIVEN BY THE HIGHER OFFICIALS TO REDRESS THE GRIEVANCES

S.No	Categories	No. of Respondents	Percentage
1.	Highly Satisfied	27	36
2.	Satisfied	19	25
3.	Neutral	-	-
4.	Dissatisfied	17	23
5.	Highly Dissatisfied	12	16
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 36% of respondents were Highly Satisfied with the opinion towards the higher officials to redress the grievances. 25% of respondents were Satisfied. 23% of respondents were Dissatisfied. 16% of respondents were Highly Dissatisfied. 0% of respondents were Neutral.

CHART NO. 24

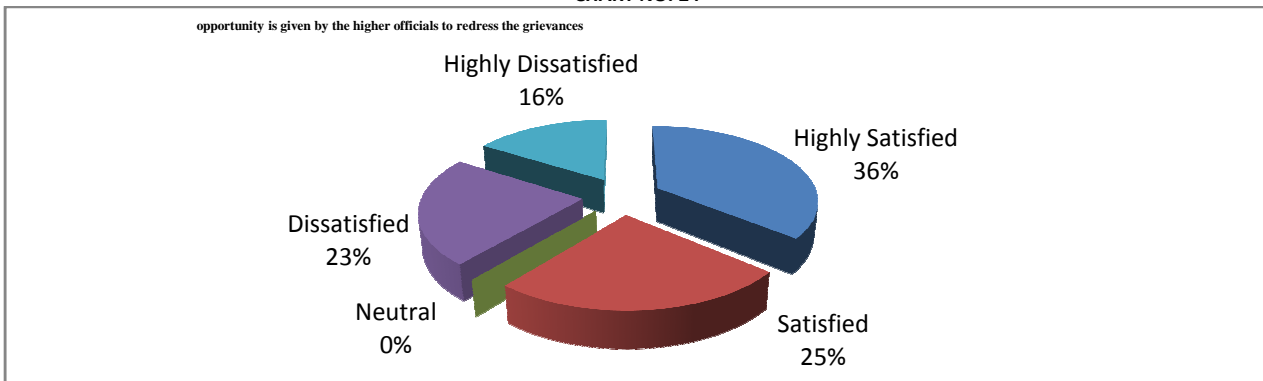


TABLE NO. 25: RESPONDENTS OPINION TOWARDS DECISION MADE ON GRIEVANCES

S.No	Categories	No. of Respondents	Percentage
1.	Highly Satisfied	10	13
2.	Satisfied	27	36
3.	Neutral	-	-
4.	Dissatisfied	20	27
5.	Highly Dissatisfied	18	24
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 36% of respondents were Satisfied with the opinion towards the decision made on grievances. 27% of respondents were Dissatisfied. 24% of respondents were highly Dissatisfied. 13% of respondents were Highly Satisfied. 0% of respondents were Neutral.

CHART NO. 25

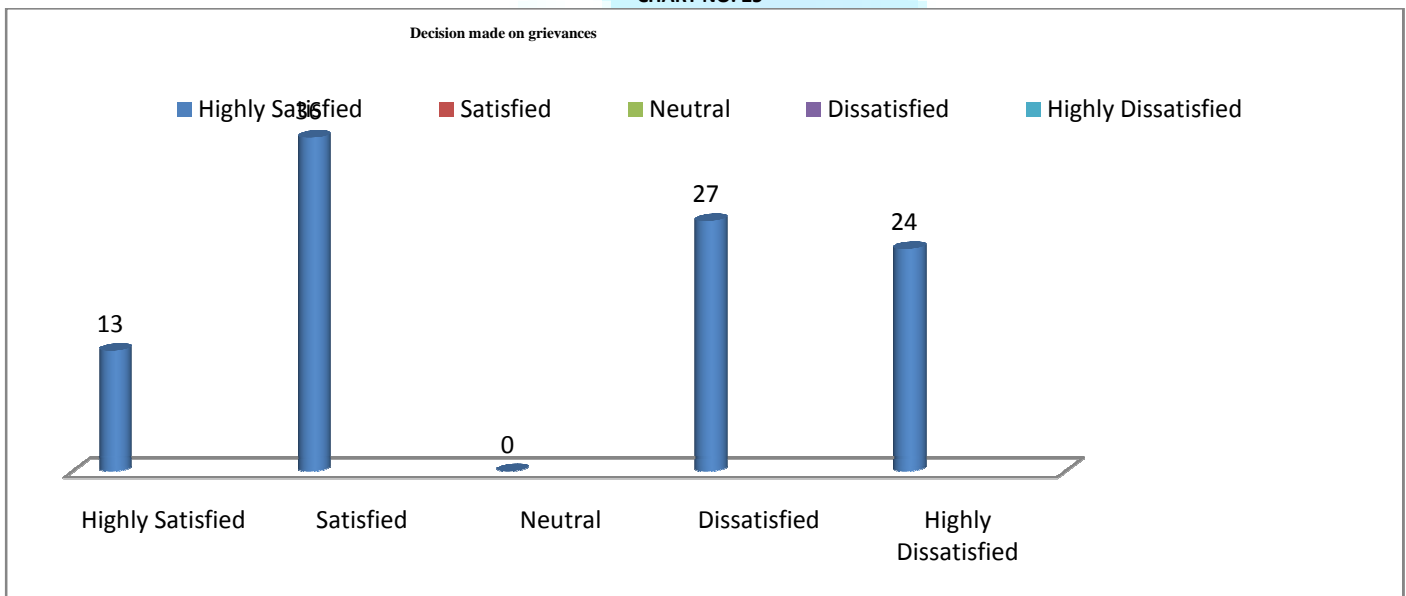


TABLE NO. 26 RESPONDENTS OPINION TOWARDS REGULAR FOLLOW UP IS MADE ON THE GRIEVANCES

S.No	Categories	No. of Respondents	Percentage
1.	Highly Satisfied	7	9
2.	Satisfied	25	33
3.	Neutral	1	1
4.	Dissatisfied	11	15
5.	Highly Dissatisfied	31	41
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 41% of respondents were Highly Dissatisfied with the opinion towards the regular follow-up is made on the grievances. 33% of respondents were Satisfied. 15% of respondents were Dissatisfied. 9% of respondents were Highly Satisfied. 1% of respondents were Neutral.

CHART NO. 26

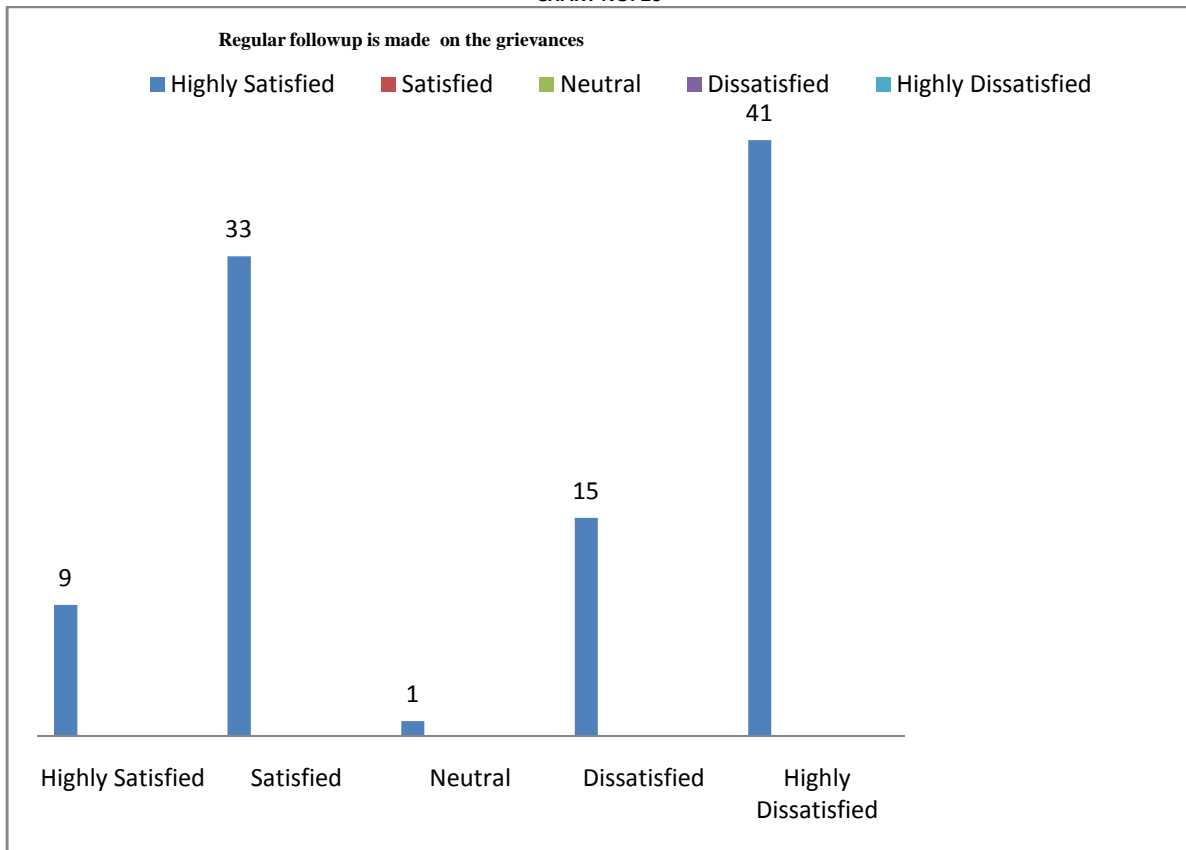


TABLE NO. 27: RESPONDENTS OPINION TOWARDS INTERRELATIONSHIP BETWEEN THE HIGHER AUTHORITY IS FRIENDLY

S.No	Categories	No. of Respondents	Percentage
1.	Highly Satisfied	24	32
2.	Satisfied	32	43
3.	Neutral	1	1
4.	Dissatisfied	9	12
5.	Highly Dissatisfied	9	12
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 43 % of respondents were Satisfied with the opinion towards the interrelationship between the higher authority is friendly. 32% of respondents were Highly Satisfied. 12% of respondents were Dissatisfied.12 % of respondents were Highly Dissatisfied. 1% of respondents were Neutral.

CHART NO. 27

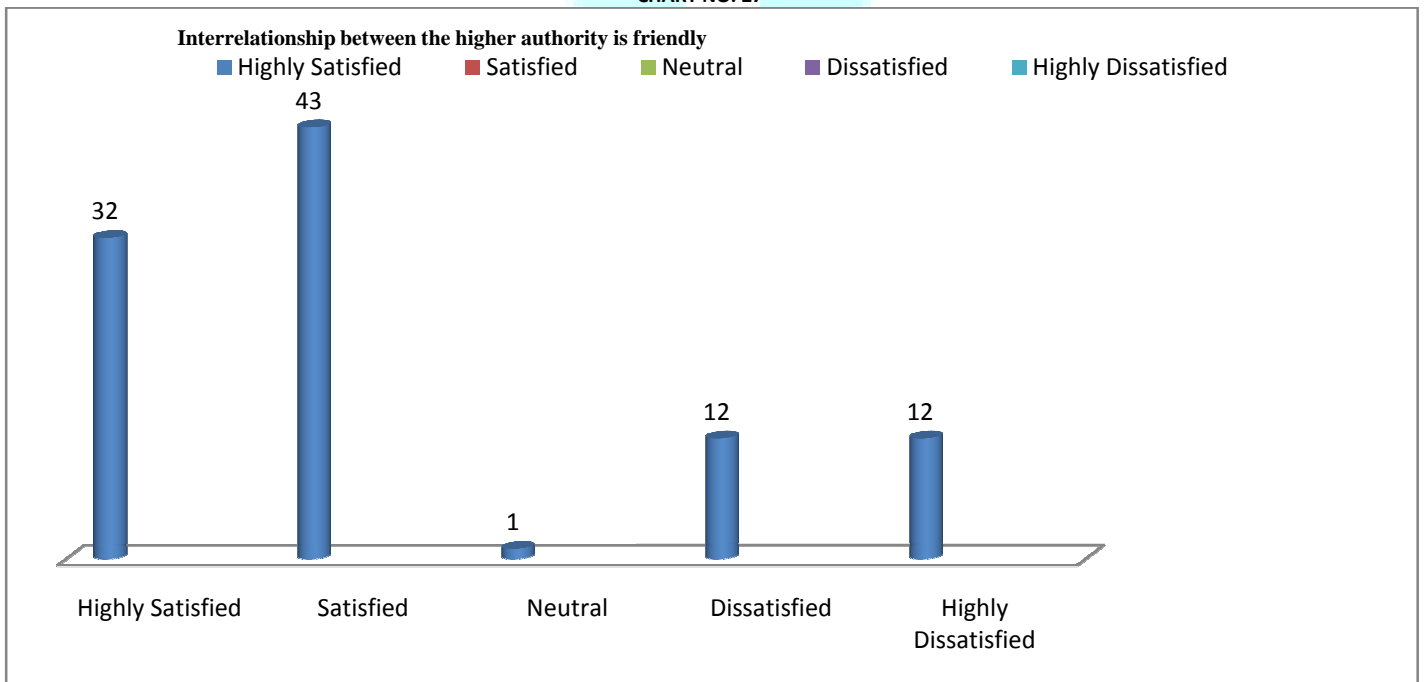


TABLE NO. 28: RESPONDENTS OPINION TOWARDS POSITIVE AND FRIENDLY APPROACH PROVIDED WHILE HANDLING GRIEVANCE

S.No	Categories	No. of Respondents	Percentage
1.	Highly Satisfied	29	39
2.	Satisfied	28	37
3.	Neutral	3	4
4.	Dissatisfied	4	5
5.	Highly Dissatisfied	11	15
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 39% of respondents were Highly Satisfied with the opinion towards the positive and friendly approach provided while handling grievance.37% of respondents were Satisfied. 15% of respondents were Highly Dissatisfied.5% of respondents were Dissatisfied.4% of respondents were Neutral.

CHART NO. 28

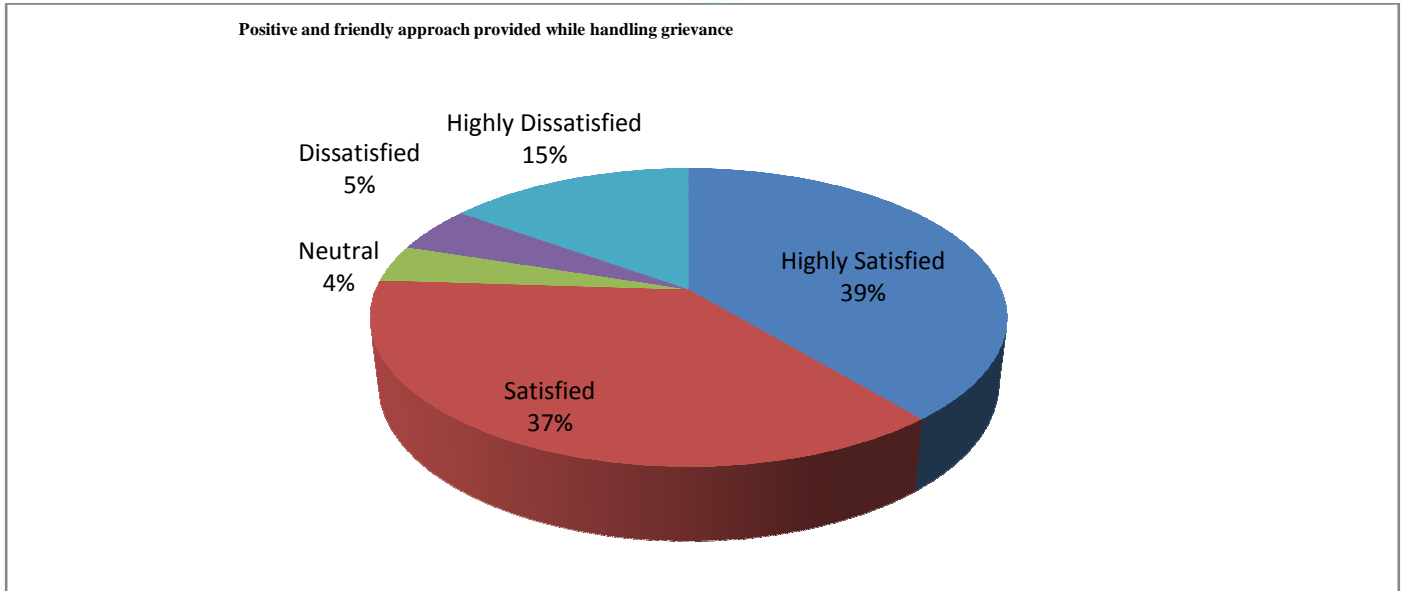


TABLE NO. 29: RESPONDENTS OPINION TOWARDS CONSTANTLY INFORMED ABOUT THE REDRESSAL DECISION TO THE EMPLOYEES

S.No	Categories	No. of Respondents	Percentage
1.	Highly Satisfied	9	12
2.	Satisfied	21	28
3.	Neutral	-	-
4.	Dissatisfied	25	33
5.	Highly Dissatisfied	20	27
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 33% of respondents were Dissatisfied with the opinion towards the constantly informed about the redressal decision to the employees.28 % of respondents were Satisfied. 27% of respondents were Highly Dissatisfied. 12% of respondents were Highly Satisfied. 0% of respondents were Neutral.

CHART NO. 29

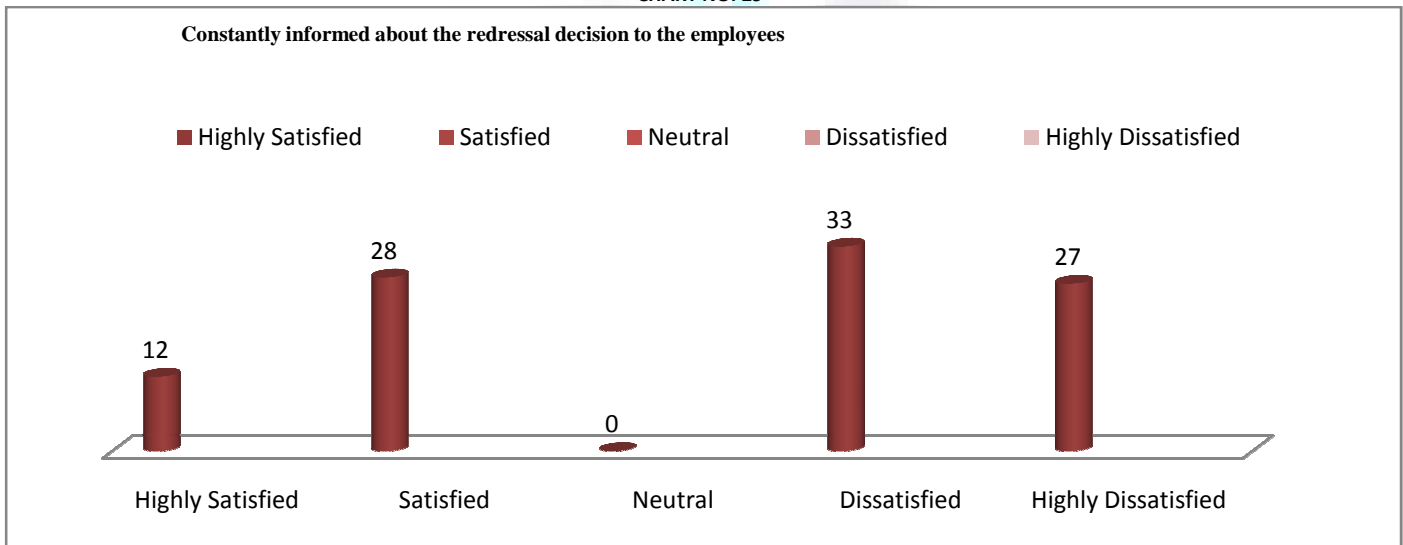


TABLE NO. 30: RESPONDENTS OPINION TOWARDS CO-OPERATION AND CORDIALITY FACILITATED THROUGH MUTUAL DISCUSSION

S.No	Categories	No. of Respondents	Percentage
1.	Highly Satisfied	14	19
2.	Satisfied	22	29
3.	Neutral	-	-
4.	Dissatisfied	15	20
5.	Highly Dissatisfied	24	32
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 32% of respondents were Highly Dissatisfied with the opinion towards the co-operation and cordiality facilitated through mutual discussion. 29% of respondents were Satisfied. 20% of respondents were Dissatisfied. 19% of respondents were Highly Satisfied. 0% of respondents were Neutral.

CHART NO. 30

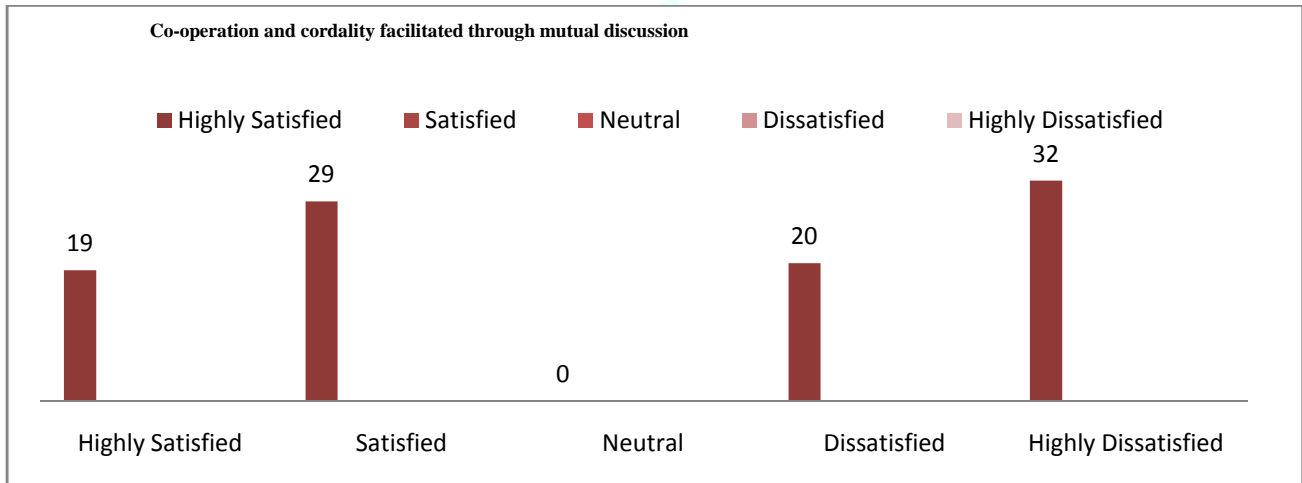


TABLE NO. 31: RESPONDENTS OPINION TOWARDS IMPORTANCE IS GIVEN TO GRIEVANCE OR THE PERSON

S.No	Categories	No. of Respondents	Percentage
1.	Highly Satisfied	24	32
2.	Satisfied	4	5
3.	Neutral	6	8
4.	Dissatisfied	7	9
5.	Highly Dissatisfied	34	46
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 46% of respondents were Highly Dissatisfied with the opinion towards the importance is given to grievance or the person. 32% of respondents were Highly Satisfied. 9% of respondents were Dissatisfied. 8% of respondents were Neutral. 5% of respondents were Satisfied.

CHART NO. 31

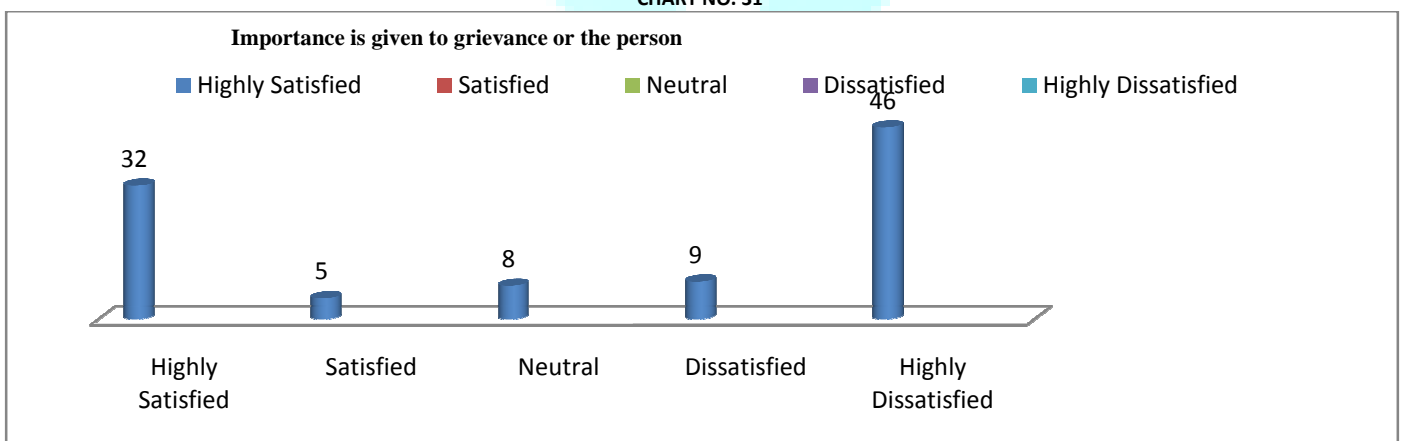


TABLE NO. 32: RESPONDENTS OPINION TOWARDS NECESSARY ACTION IS TAKEN FOR THE REAL PROBLEM

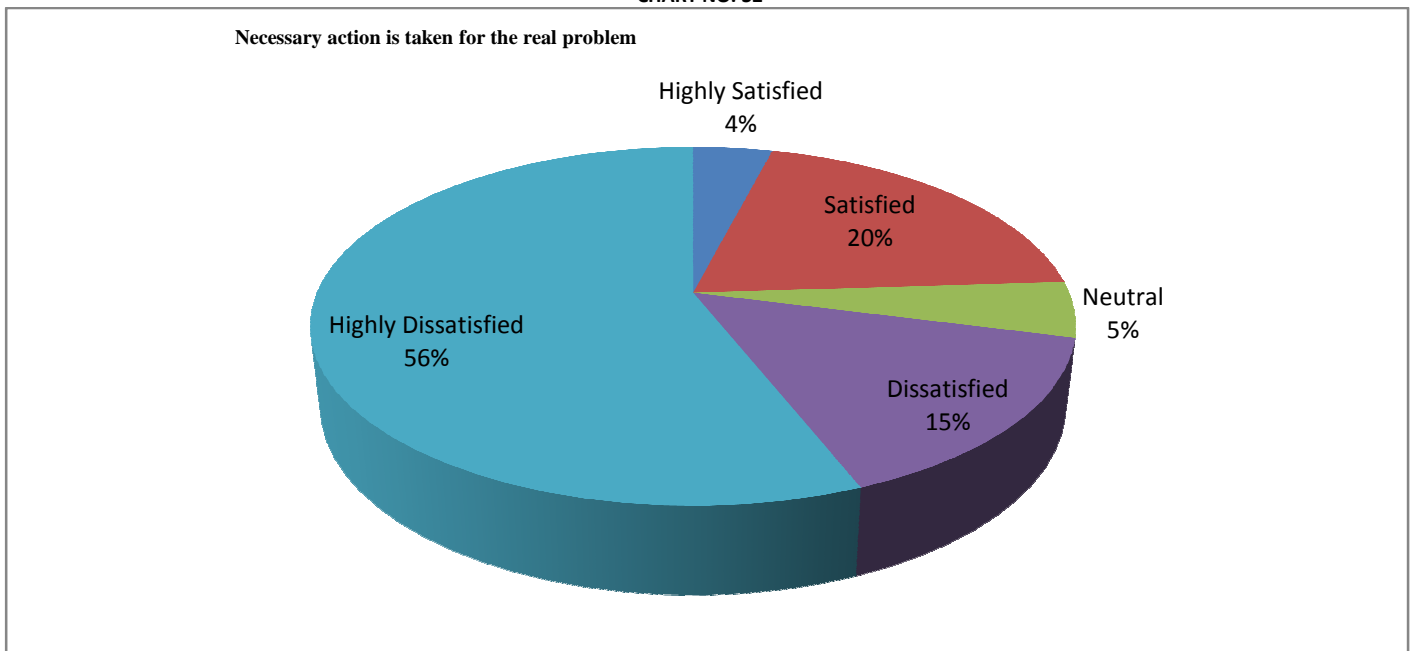
S.No	Categories	No. of Respondents	Percentage
1.	Highly Satisfied	3	4
2.	Satisfied	15	20
3.	Neutral	4	5
4.	Dissatisfied	11	15
5.	Highly Dissatisfied	42	56
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 56% of respondents were Highly Dissatisfied with the opinion towards the necessary action is taken for the real problem.20% of respondents were Satisfied.15% of respondents were Dissatisfied.5% of respondents were Neutral.4% of respondents were Highly Satisfied.

**CHART NO. 32**



**TABLE NO. 33: RESPONDENTS OPINION TOWARDS SPIRIT OF GIVE AND TAKING, SHARING OF WORK IS FOUND**

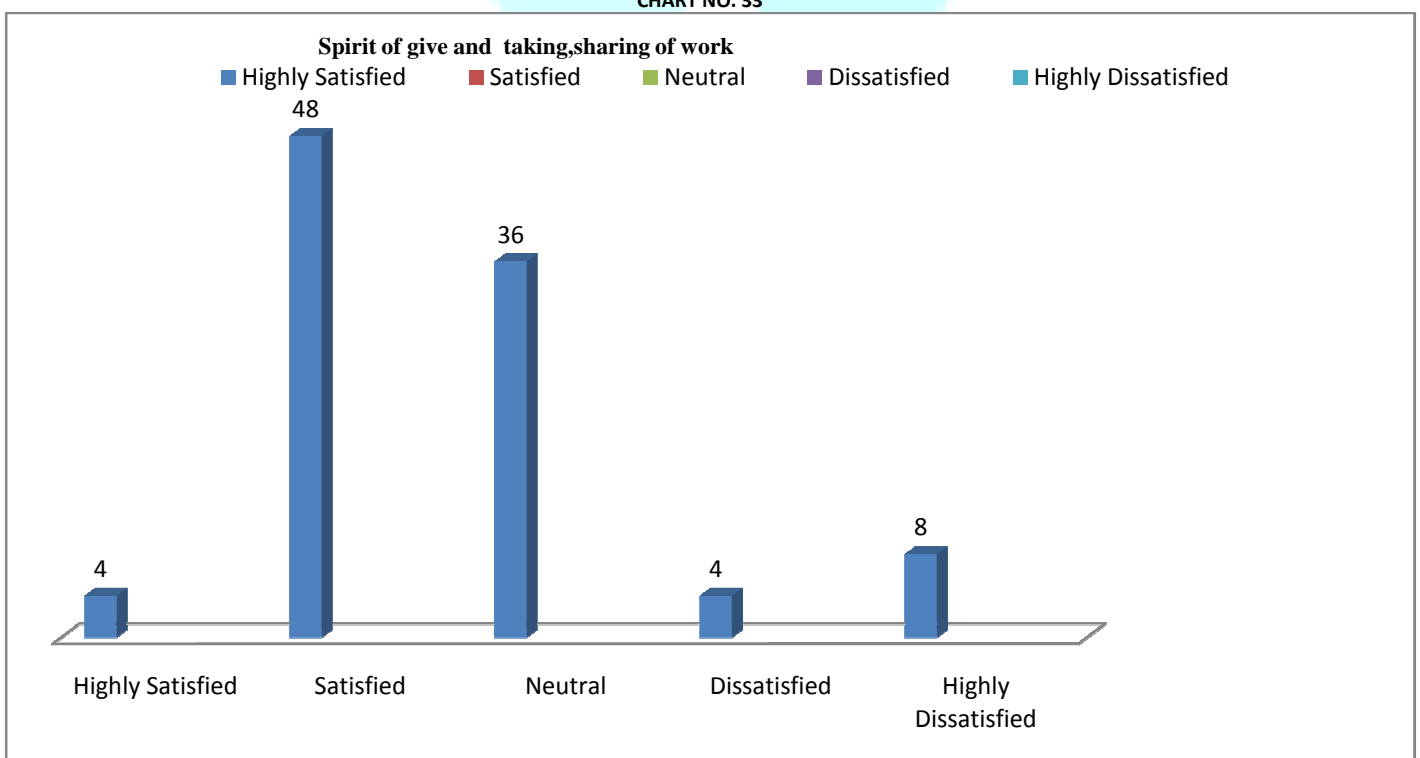
S.No	Categories	No. of Respondents	Percentage
1.	Highly Satisfied	3	4
2.	Satisfied	36	48
3.	Neutral	27	36
4.	Dissatisfied	3	4
5.	Highly Dissatisfied	6	8
6.	Total	75	100

Source: Primary Data

**INTERPRETATION**

From the table we found that 48% of respondents were Satisfied with the opinion towards the spirit of give and taking, sharing of work is found.36% of respondents were Neutral.8% of respondents were Highly Dissatisfied. 4% of respondents were Dissatisfied. 4% of respondents were Highly Satisfied.

**CHART NO. 33**





**WEIGHTED AVERAGE AND RANKING ANALYSIS**

**TABLE NO. 34: RESPONDENTS OPINION TOWARDS THE FACTORS INFLUENCE THE GRIEVANCES OF THE EMPLOYEES BY WEIGHTED AVERAGE AND RANKING ANALYSIS METHOD**

S.No	Factors	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Mean Score	Rank
1.	Welfare measures	0.04	0.77	0	1.92	0.47	3.2	6
2.	Safety measures	0.08	1.25	0	1.01	0.2	2.54	8
3.	Physical conditions	0.03	0.19	0	1.6	2.4	4.22	3
4.	Wages	0.01	0.16	0.04	0.11	4.33	4.65	2
5.	Salary	0.01	0.16	0	0.05	4.46	4.68	1
6.	Relationship with authorities	0.11	1.17	0.2	0.48	0.6	2.56	7
7.	Work schedules	0.13	0.48	0	0.48	2.53	3.62	4
8.	Rules/regulations	0.16	1.23	0	0.37	0.67	2.43	10
9.	Other facilities	0.08	0.72	0.12	0.48	2	3.4	5
10.	Medical benefits	0.36	0.45	0.04	1.28	0.4	2.53	9

Source: Primary Data

**INTERPRETATION**

The above table shows the weighted average score on rank given by the respondents towards the impact of grievance and redressal procedures of the employees. The salary has scored high and stood at the 1<sup>st</sup> place. The wages on the 2<sup>nd</sup> place, Physical conditions on 3<sup>rd</sup> place, Work schedules on 4<sup>th</sup> place, Other facilities on 5<sup>th</sup> place, Welfare measures on 6<sup>th</sup> place, Relationship with authorities on the 7<sup>th</sup> place, Safety measures on the 8<sup>th</sup> place, Medical facilities on 9<sup>th</sup> place, Rules/regulations on the 10<sup>th</sup> place.

**TABLE NO. 35: RESPONDENTS OPINION TOWARDS THE REDRESSAL PROCEDURES FOLLOWED IN THE ORGANIZATION BY WEIGHTED AVERAGE AND RANKING ANALYSIS METHOD**

S.No	Factors	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Mean Score	Rank
1.	Weekly/monthly meetings	0.13	0.67	0	1.39	0.93	3.12	7
2.	Informal channels to redress your grievance	0.09	0.56	0.08	1.07	1.67	3.47	3
3.	Real basis of problem identified	0.35	1.15	0	0.32	0	1.82	11
4.	Higher authority listen for grievances is been presented	0.16	0.93	0.04	0.85	0.73	2.71	8
5.	Mechanisms is been followed to resolve the problem	0.67	0.48	0	1.28	1.87	4.3	1
6.	Supervisor take necessary action to solve problem	0.15	1.17	0	0.43	0.8	2.55	9
7.	Proper records maintained	0.12	0.35	0.6	0.69	1.67	3.43	4
8.	Conveying of procedures is simple to utilize	0.12	0.59	0.2	0.53	1.93	3.37	5
9.	Temporary relief provided until proper decision is made	0.15	0.35	0.04	0.75	2.4	3.69	2
10.	Members actively engage in resolving your problem	0.2	0.53	0.04	0.85	1.53	3.15	6
11.	Disciplinary action taken in the organization	0.53	0.21	0.12	0.69	0.73	2.28	10

Source: Primary Data

**INTERPRETATION**

The above table shows the weighted average score on rank given by the respondents towards the impact of grievance and redressal procedures of the employees. Mechanism is been followed to resolve the problem has scored high and stood at the 1<sup>st</sup> place. Temporary relief provided until proper decision is made on the 2<sup>nd</sup> place, Informal channels to redress your grievance on 3<sup>rd</sup> place, Proper records maintained on 4<sup>th</sup> place, Conveying of procedures is simple to utilize on 5<sup>th</sup> place, Members actively engage in resolving your problem on 6<sup>th</sup> place, Weekly/monthly meetings on the 7<sup>th</sup> place, Higher authority listen for grievances is been presented on the 8<sup>th</sup> place, Supervisor take necessary action to solve problem on 9<sup>th</sup> place, Disciplinary action taken in the organization on the 10<sup>th</sup> place, Real basis of problem identified on the 11<sup>th</sup> place.

**TABLE NO. 36 RESPONDENTS OPINION TOWARDS THE REDRESSAL PROCEDURES SATISFIED BY THE ORGANIZATION TO THE EMPLOYEES BY WEIGHTED AVERAGE AND RANKING ANALYSIS METHOD**

S.No	Factors	Highly Satisfied (1)	Satisfied (2)	Neutral (3)	Dissatisfied (4)	Highly Dissatisfied (5)	Mean Score	Rank
1.	Opportunity is given by the higher officials to redress the grievances	0.36	0.51	0	0.91	0.8	2.58	8
2.	Decision made on grievances	0.13	0.72	0	1.07	1.2	3.12	5
3.	Regular follow up is made on the grievances	0.09	0.67	0.04	0.59	2.07	3.46	2
4.	Interrelationship between the higher authority is friendly	0.32	0.85	0.04	0.48	0.6	2.29	9
5.	Positive and friendly approach provided while handling grievances	0.39	0.75	0.12	0.21	0.73	2.2	10
6.	Constantly informed about the redressal decision to the employee	0.12	0.56	0	1.33	1.33	3.34	3
7.	Co-operation and cordiality facilitated through mutual discussion	0.19	0.59	0	0.6	1.6	2.98	6
8.	Importance given to grievance than the person	0.32	0.11	0.24	0.37	2.27	3.31	4
9.	Necessary action is taken for the real problem	0.04	0.4	0.16	0.59	2.8	3.99	1
10.	Spirit of give and take, sharing of work is found	0.04	0.96	1.08	0.16	0.4	2.64	7

Source: Primary Data

**INTERPRETATION**

The above table shows the weighted average score on rank given by the respondents towards the impact of grievance and redressal procedures of the employees. Necessary action is taken for the real problem has scored high and stood at the 1<sup>st</sup> place. Regular follow up is made on the grievances on the 2<sup>nd</sup> place, Constantly informed about the redressal decision to the employees on 3<sup>rd</sup> place, Importance given to grievance than the person on the 4<sup>th</sup> place, Decision made on grievances on the 5<sup>th</sup> place, Co-operation and cordiality facilitated through mutual discussion on the 6<sup>th</sup> place, Spirit of give and take, sharing of work is found on the 7<sup>th</sup> place, Opportunity is given by the higher officials to redress the grievances on the 8<sup>th</sup> place, Interrelationship between the higher authority is friendly on the 9<sup>th</sup> place, Positive and friendly approach provided while handling grievance on the 10<sup>th</sup> place.

## CHI-SQUARE TEST

TABLE NO. 37: TO TEST THE ASSOCIATION BETWEEN THE GENDER AND THE WORK SCHEDULES

Gender	Work Schedules					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Male	7	9	6	7	11	40
Female	6	7	5	6	11	35
Total	13	16	11	13	22	75

Ho: There is association between the gender and the work schedules. The level of significance is taken as 5%.

H1: There is no association between the gender and the work schedules.

The degrees of freedom =9, The table value is 16.919

The calculated value is lesser than the table value therefore the Ho hypothesis is accepted. Hence the conclusion is that there is association between the gender and work schedules.

### FINDINGS OF THE STUDY

Majority of the employees feels inadequate salary and wages is the main reason for grievances. Also they feel that their management is not allowing them to participate in the decision making process. Majority of the employees respondents were highly dissatisfied with necessary action is taken for the real problem.

### SUGGESTIONS

- The Textile Mills can give attention in providing adequate salary and wages, it can reduce the grievance.
- The employee's participation can be considered during the rules/regulations of the organization framed.
- Further steps to be taken to improve relationship between the employer and employees. It helps to reduce the Grievances.
- There is association between the gender and work schedules. So the work schedules can be allotted based on gender.

### CONCLUSION

Grievances lead to dissatisfaction among employees. Proper redressal measures to be taken by the management. They should gather the facts of grievances and quick actions should be taken to solve the grievances. Execution and periodical review is also needed to resolve the problems. Textile mills are highly labour oriented, so solving the grievances and proper redressal will help the textile mills to improve their production.

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