

Summer Internship Project Report

On

**“PROBING INTO THE MANAGEMENT OF EMPLOYEE
GRIEVANCES”**

At

Kataria Automobiles Pvt. Ltd. (NEXA)

Submitted to:

Shree H.N. Shukla College of Management Studies



Under the Guidance of:

Asst. Pro. Swati Kanara

In partial Fulfillment of the Requirement of the degree of
Master of Business Administration (MBA)

Offered by:

Gujarat Technological University, Ahmedabad



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MBA (Semester – 3)

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Company Certificate

NEXA

Date: 26/09/2021

To whomsoever it may concern

This is to certify that Ms. Heta Jignesh Bhai Pandya (Enrolment No : 207590592018) student of Shree H. N. Shukla Group Of Management Studies has successfully completed Summer Internship Project Report titled "Probing in to the Management of Employee Grievances" at Kataria Automobiles Pvt. Ltd. (NEXA), Rajkot during 23/08/2021 to 26/09/2021.




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 **MARUTI SUZUKI**

College Certificate

Student's Declaration

I hereby declare that the Summer Internship Project Report titled “Probing into the Management of Employee Grievances” at Kataria Automobiles Pvt. Ltd. (NEXA) is a result of my own work and my indebtedness to other work publications, references, if any, have been duly acknowledged. If I am found guilty of copying from any other report or published information and showing as my original work, or extending plagiarism limit, I understand that I shall be liable and punishable by the university, Which may include ‘Fail’ in examination or any other punishment that university may decide.

Enrollment no.	Name	Signature
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Place:.....

Date:.....

Certificate of Examiner

This is certify that project work embodied in this report entitled Probing into the Management of Employee Grievances was carried out by Heta Pandya-

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The report is approved / not approved

Comments of External Examiner

This report is for the partial fulfillment of the requirement of the award of the degree of Master of Business Administration offered by Gujarat Technological University.

(Examiner's Sign)

Name of Examiner:

External Examiner's Institute

Name: External Examiner's

Institute Code:

Date:

Place:

Plagiarism Report

Preface

Practical training is an important part in the management studies. Only bookies knowledge is not the right way of learning anything especially for the management students. Thus by practical training of business management, student comes to know that how management theories apply in the modern business world.

Summer training has developed awareness in the students about industrial environment and practice.

During Aug-Sep (2021) as a part of my studies, I have undergone practical training at Kataria Automobiles Pvt. Ltd. (NEXA) to knowledge about management.

It was really a great experience for me to get practical training in such a reputed-unit.

Acknowledgement

The success of any person, company or any project is the result of thousands of efforts and guidance, the guidance which every person need in their daily life, the guidance through which life is sustained and blossomed. Here I need guidance too, for starting my research project, improving the project and completing the project.

There is a teacher behind every great success and for mine such valuable work, I would like to dedicate my project to Asst. Prof. Swati Kanara who is the guider of our research project.

Secondly, I would like to thank Shree H. N. Shukla College of Management studies College for providing me guidance about project and Gujarat University for considering importance of such valuable project which is helpful in my skill development and providing me a chance to get represent my inner ability that how efficiently I can prepare any product.

Last I would like to thank Kataria Automobiles Pvt. Ltd. (NEXA) for providing such environment for research, especially Ms. Poonam Halal who guided me through my training.

It is the era of internet and today's generation is totally dependent on internet. From the beginning of day to end of the day they need internet and for me also, I need information from internet to complete and get shined effect to my project I've used internet contents for preparing my project for guidance only.

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1-Executive Summary

- “Experience is the best teacher”. This saying has played a said the industry visit as a part of the curriculum of the MBA programme of GTU. This visit & consequent report on the student took practically visit the industry & study real Business area.
- This practical training of the MBA programme develops the feeling of awareness among the students of management studies. Along with theoretical knowledge this training has imparted the complete education of practical world, which is the value addition in our course.
- To fulfill these objectives an industrial visit & project report have becomes an important part of the MBA programme. This is to have a practical out look of the managerial aspect & witnesses of the function of management in real business.
- I have tried my best to meet the requirement by producing report that is highly illustrative and clearly explaining concepts that I have learnt during the training period. I have also paid enough attention to revising and refining the discussion of major concepts like Grievances Management and other HR Activities. This project really has enhanced my practical knowledge of the different management areas, which will be very much fruitful for me in future.
- During my internship I gained practical knowledge on how the human resource division of an organization operates and coordinates its activities to ensure smooth functioning of organization at all levels by ensuring right numbers of people are available at right time to do the right job. Not only that I have also gained insight into the working culture of the organization and observed how Kataria Automobiles Pvt. Ltd. (NEXA) handles its employees with value and empowerment to ensure they are motivated to give their best to the organization.

2-An Overview of Indian Automobile Industry

- The Indian Automobile Industry manufactures over 11 million vehicles and exports about 1.5 million each year.
- The dominant products of the industry are two-wheelers with a market share of over 75% and passenger cars with a market share of about 16%.
- Commercial vehicles and three-wheelers share about 9% of the market between them. About 91% of the vehicles sold are used by households and only about 9% for commercial purposes.
- The industry has a turnover of more than USD \$35 billion and provides direct and indirect employment to over 13 million people.
- The supply chain is similar to the supply chain of the automotive industry in Europe and America.
- The key to success in the industry is to improve labor productivity, labor flexibility, and capital efficiency. Having quality manpower, infrastructure improvements, and raw material availability also play a major role. Access to latest and most efficient technology and techniques will bring competitive advantage to the major players.
 - The role of Industry is and will primarily be in designing and manufacturing products of world-class quality establishing cost competitiveness and improving productivity in labor and in capital. With a combined effort, the Indian Automotive industry will emerge as the destination of choice in the world for design and manufacturing of automobiles.
 - The Indian market offers endless possibilities for investors.



2.1 – Basic Overview

- **History**

- The first car ran on India's roads in 1897. Until the 1930s, cars were imported directly, but in very small numbers.
- Embryonic automotive industry emerged in India in the 1940s. Mahindra & Mahindra was established by two brothers as a trading company in 1945, and began assembly of Jeep CJ-3A utility vehicles under license from Willys. The company soon branched out into the manufacture of light commercial vehicles (LCVs) and agricultural tractors.
- Following the independence, in 1947, the Government of India and the private sector launched efforts to create an automotive component manufacturing industry to supply to the automobile industry. However, the growth was relatively slow in the 1950s and 1960s due to nationalization and the license raj which hampered the Indian private sector.
- Economic liberalization in India in 1991, the Indian automotive industry has demonstrated sustained growth as a result of increased competitiveness and relaxed restrictions.
- Several Indian automobile manufacturers such as Tata Motors, Maruti Suzuki and Mahindra and Mahindra, expanded their domestic and international operations. India's robust economic growth led to the further expansion of its domestic automobile market which has attracted significant India-specific investment by multinational automobile manufacturers.
- In February 2009, a monthly sale of passenger cars in India exceeded 100,000 units and has since grown rapidly to a record monthly high of 182,992 units in October 2009.
- From 2003 to 2010, car sales in India have progressed at a CAGR of 13.7%, and with only 10% of Indian households owning a car in 2009.
- SIAM is the apex industry body representing all the vehicle manufacturers, home-grown and international, in India.

- **Industry Definition**

- This class consists of units mainly engaged in manufacturing motor vehicles or motor vehicle engines.
- The primary activities of this industry are: Motor cars manufacturing
Motor vehicle engine manufacturing
- The major products and services in this industry are: Passenger motor vehicle manufacturing segment (Passenger Cars, Utility Vehicles & Multi-Purpose Vehicles) Commercial Vehicles (Medium & Heavy and Light Commercial Vehicles) Two Wheelers Three Wheelers.
- Supply Chain of Automobile Industry: The supply chain of automotive industry in India is very similar to the supply chain of the automotive industry in Europe and America. The order of the industry arises from the bottom of the supply chain i. e., from the consumers and goes through the automakers and climbs up until the third tier suppliers.

- **CHANGES IN INDIAN AUTOMOBILE INDUSTRY SUPPLY CHAIN SYSTEM**

- Supply Chain of Automobile Industry: The supply chain of automotive industry in India is now very similar to the supply chain of the automotive industry in Europe and America.
- The order of the industry arises from the bottom of the supply chain i.e, from the consumers and goes through the automakers and climbs up until the third tier suppliers.
- Main components of achieving this supply chain system are:
 - Third Tier Suppliers.
 - Second Tier Suppliers.
 - First Tier Suppliers.

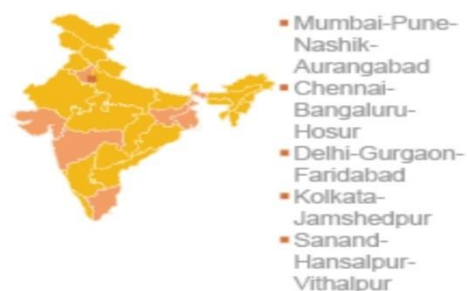
- **INDIAN AUTOMOBILE INDUSTRY VOLATILITY**

- The level of volatility is medium.
- Over the past few years, the Motor Vehicle Manufacturing industry has become more volatile. This has been the result of fluctuations in metal prices and fuel prices, as well as changes in legislation and assistance packages.
- India's increasing per capita disposable income and growth in exports is playing a major role in the rise and the competitiveness of the industry.
- According to the Economic Times of India, economic liberalization – allowing unrestricted Foreign Direct Investment (FDI) and removing foreign currency neutralization and export obligations – has been also been one of the key to India's automotive volatility.
- The Indian Automotive Industry after de-licensing in July 1991 has grown at a spectacular rate on an average of 17% for last few years.
- The industry has attained a turnover of USD \$35.8 billion, (INR 165,000 crores) and an investment of USD 10.9 billion.
- The industry has provided direct and indirect employment to 13.1 million people. Automobile industry is currently contributing about 5% of the total GDP of India.
- The projected size in 2016 of the Indian automotive industry varies between \$122 billion and \$159 billion including USD 35 billion in exports. This translates into a contribution of 10% to 11% towards India's GDP by 2016, which is more than double the current contribution.

• LANDMARK OF INDIAN AUTOMOBILE INDUSTRY

- 1897 First Person to own a car in India - Mr. Foster of M/Crompton Greaves Company, Mumbai.
- 1901 First Indian to own a car in India - Jamsetji Tata.
- 1905 First Woman to drive a car in India - Mrs. Suzanne RD Tata.
- 1905 Fiat Motors.
- 1911 First Taxi in India.
- 1924 Formation of traffic police.
- 1945 Tata Motors.
- 1947 Mahindra & Mahindra Limited.
- 1948 Ashok Motors.
- 1948 Standard Motors.
- 1974 Sipani Motors.
- 1981 Maruti Suzuki.
- 1994 Rover Company.
- 1994 Mercedes-Benz.
- 1994 General Motors India Opel brand launch.
- 1995 Ford Motor Company.
- 1995 Honda Siel Cars India.
- 1928 Chevrolet Motors.
- 1942 Hindustan Motors.
- 1944 Premier Automobiles Limited.
- 1995 Daewoo Motors.
- 1995 REVA Electric Car Company.
- 1996Hyundai Motor Company.
- 1997 Toyota Kirloskar Motors.
- 1997FiatMotors (Re-Entry).
- 1998 San Motors.
- 1998Mitsubishi Motors.
- 2001 skoda Auto.
- 2003 General Motors India Chevrolet brand launch.
- 2005 BMW.
- 2007 Audi.
- 2009Land Rover and Jaguar.

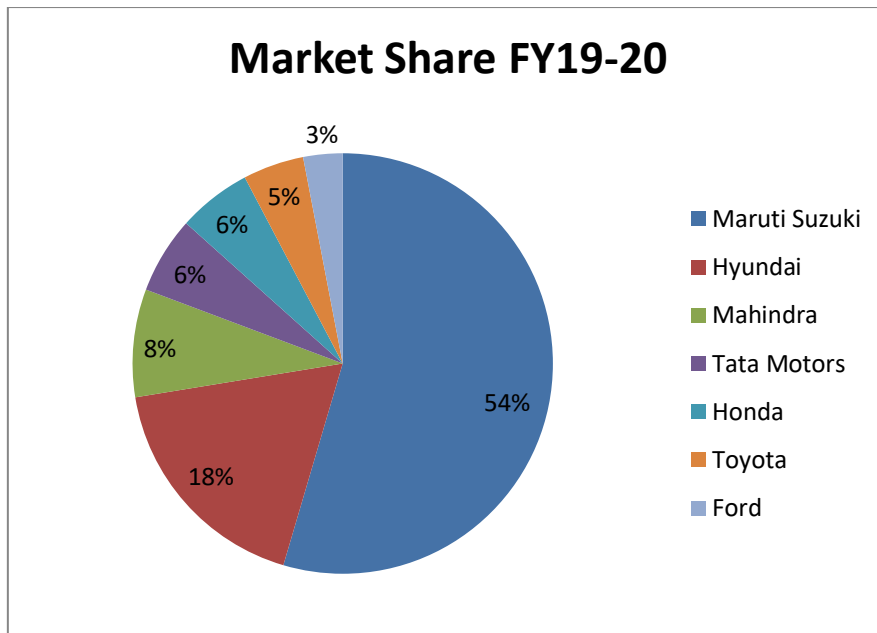
AUTOMOBILE CLUSTERS



2.2 - Major Players

- Tata Motors: Market Share: Commercial Vehicles 63.94%, Passenger Vehicles 16.45%.
- Maruti Suzuki India: Market Share: Passenger Vehicles 46.07%.
- Hyundai Motor India: Market Share: Passenger Vehicles 14.15% .
- Mahindra & Mahindra Ltd.: Market Share: Commercial Vehicles 10.01%, Passenger Vehicles 6.50%, And Three Wheelers 1.31%.
- Ashok Leyland: Market Share: Commercial Vehicles 22%.
- Hero MotoCorp is occupying over 41% and sharing 26% of the two-wheeler market in India with Bajaj Auto.
- Bajaj Auto in itself is occupying about 58% of the three-wheeler market.
- TVS Motor Company Ltd.
- Eicher Motors Ltd.
- Force Motors Ltd.
- SML ISUZU Ltd.





- **FUTURE EXPECTED GROWTH**

- The government spending on infrastructure in roads and airports and higher GDP growth in the future will benefit the auto sector in general. We expect a slew of launches in the Segment 'B' and Segment 'C' of passenger cars. Utility vehicle segment is expected to grow at around 8% to 9% in the long-term.
- In the 2-wheeler segment, motorcycles are expected to witness a flurry of new model launches. Though the market size is expected to grow by 10% to 12%, competitive pressure could keep prices and margins under control. TVS, Honda and Hero Motocorp are poised to benefit from higher demand for ungeared scooters in the urban and rural markets. **FUTURE EXPECTED GROWTH:**
- Riding the wave of structural changes taking place in the country, the tractor industry registered good growth in FY10 as well as FY11. His strong performance continued in FY11 as well as volumes grew by 20%. While good monsoon is a positive for the sector, given the fact that non-farm incomes have continued to climb up, volumes should still hold up pretty well despite a year or two of poor monsoons. The longer-term picture is impressive in light of poor mechanization levels in the country's farm sector and the thrust of the government on improving rural infrastructure.
- With an estimated 40% of CVs plying on the roads being 10 years old, demand for HCVs is expected to grow by 7% to 8% over the long term. While the industry is going through cyclical hiccups currently, we expect this factor to weaken in the future on account of strong structural tailwinds. The privatization of select state transport undertakings bodes well for the bus segment.

3- Company Overview

- The NEXA is new automobile industry and a brand of Maruti Suzuki. NEXA is the major initiative. The company is reaching to new segments of customer into changing India. During the years, Maruti Suzuki has relied on consumer's feedback to introduce new products according to the need of new feature. It was also the first to attend the 'solutions' to customer at its dealerships. The next step is taking the lead in offering customers a NEW EXCLUSIVE AUTOMOTIVE EXPERIENCE by introducing NEXA.
- Customer face to face feedback, surveys and questionnaire have shown there is increase in the segment of car buying Indians who desires and value personal care, attention in their car buying and ownership experience. They want people, technology, showroom ambience and processes to come together and offer them a "memorable experience".



- Kataria Automobiles Pvt. Ltd. (NEXA) is a renowned NEXA car dealership in Vavdi, Rajkot, aspire to create an ambience that encourages them to continue creating a pleasant car buying experience for all their customers who walk-ins or visit their virtual showroom. NEXA is home to a number of luxurious cars namely- NEXA Baleno, Ignis, S-Cross, Ciaz, and NEXA XL6.



- **Profile**

Formerly	Maruti Udyog Limited
Type	Public
Traded as	BSE: 532500
	NSE: MARUTI
	BSE SENSEX Constituent
	NSE NIFTY 50 Constituent
ISIN	INF585801010
Industry	Automotive
Founded	24 February 1981; 40 years ago
Founder	Government of India
Headquarters	New Delhi, India
Area served	India
Key people	R. C. Bhargava (Chairman)
	Kenichi Ayukawa (Managing Director & CEO)
Number of employees	15,945(2020)
Parent	Suzuki Motor Corporation (56.37%)
Products	Automobiles
	Commercial vehicles
	Automotive parts
	SUVs
Production Output	1,563,297 units (2020)

Services	Automotive finance
	Vehicle service
Revenue	Rs.78,994 crore (US\$11 billion) (2020)
Operating income	Rs.7,118 crore (US\$1.0 billion) (2020)
Net income	Rs.5,559 crore (US\$780 million) (2020)
Total assets	Rs.63,627 crore (US\$8.9 billion) (2020)
Total equity	Rs.49,262 crore (US\$6.9 billion) (2020)

3.1-History

- Maruti Suzuki NEXA launched by the company in July 2015. It has emerged as third –largest selling retail in local vehicle market in less than three years of launch, trailing the parent’s regular sales channel (which clocked sales of 10,99,998 units) and rival Hyundai Motors India distribution network (4,57,727 units) in terms of volume till Jan 2019. The contribution of NEXA automobiles to Maruti Suzuki’s overall sales volume nearly doubled to 19.9% in the period under review compared with 10.9% recorded in the last financial year. The company, currently come with many cars like Ignis, premium hatchback Baleno, midsize, sedan Ciaz cross over utility vehicle S-Cross through the Nexa.
- Kataria Automobiles Pvt. Ltd. (NEXA) opened its doors to its beloved patrons of Saurashtra and Kutchh on 5th May, 1988 with their flagship location at Gondal Road, Rajkot. The founder of the company started this dealership with the intention of offering fantastic customer service. Perfect is synonymous with trust and transparency for motorists across Saurashtra, Kutch since 1988. It started their association with Maruti Suzuki in July 1995 which makes them the second oldest dealer in the state of Gujarat. They have grown with MSIL over the years and currently represent MSIL at Rajkot (Gondal Road and 150 feet Ring Road) ,Morbi, Junagadh, Jetpur, Veraval and Una. They have state of the art infrastructure with the latest equipment. Their waiting area is large enough to accommodate customers and their families while they are waiting to either purchase a new car or get their existing car serviced.

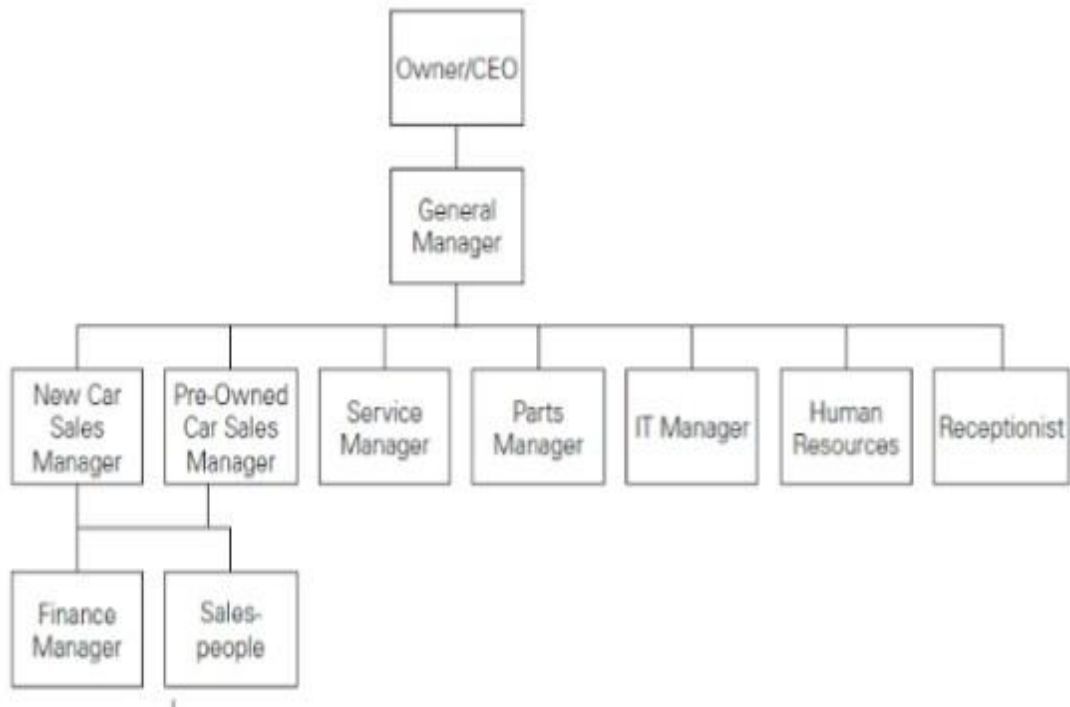


3.2-Vision & Philosophy

- **NEXA Values**
 - Much like the values our customers possess, NEXA holds a set of unwavering values.
 - ✓ **Reliable**
 - Listening, understanding and providing service and solutions that reflect professionalism and expertise is how we earn trust and reliability.
 - ✓ **Pampering**
 - We provide an unmatched level of hospitality and strive to invoke the feeling of being treated special, in our customers.
 - ✓ **Innovative**
 - We deploy the most advanced technology & visible innovation that creates an immersive experience.
 - ✓ **Global**
 - Inclusive globalism that presents international standards and best practices in the automobile industry is another one of our values.
 - ✓ **Excitement**
 - We also strive to bring something NEW to the table each time. And our customers are the exclusive few to experience the 'new' that makes NEXA an exciting destination.
- **NEXA Philosophy**
 - NEXA believes in creating. NEXA believes in Inspiring. But above all, NEXA believes in never stopping, come what may.
 - NEXA embraces the relentless spirit of creators that never stop exploring, innovating, influencing and experimenting. It is for the persistent individual; the seeker of new. So, NEXA believes that the Creation of 'new' is Inspiring.
 - Primarily, NEXA is committed to create new Experiences, Aspirations, Culture and Lifestyle. This philosophy is further inculcated in the initiatives like Sound of NEXA Blue, NEXA Music, One Million Pixel Art, and NEXA Augmented Reality. These initiatives by NEXA have been a testament to all our tenets.
- **NEXA Pillars**
 - NEXA has always aspired to create exciting experiences for the world. And in our bid to introduce such experiences, we keep seeking the new, the unexplored and the unconventional.
 - So, we introduced three pillars to Create and Inspire:
 - ✓ **Lifestyle** - Creation of new Lifestyle experiences that are Avant Garde and Aspirational.
 - ✓ **Music** - Creation of new Music that is original and Inspiring.
 - ✓ **Travel** - Creation of exclusive Journeys that are unique and transformational.

3.3-Management at Kataria Automobiles Pvt. Ltd. (NEXA)

- **Organizational structure**



3.4-Products

THE NEW IGNIS



₹ 4 95 320
ex-showroom



BALENO



₹ 5 98 000
ex-showroom



CIAZ



₹ 8 52 000
ex-showroom



S-CROSS



₹ 8 39 000
ex-showroom

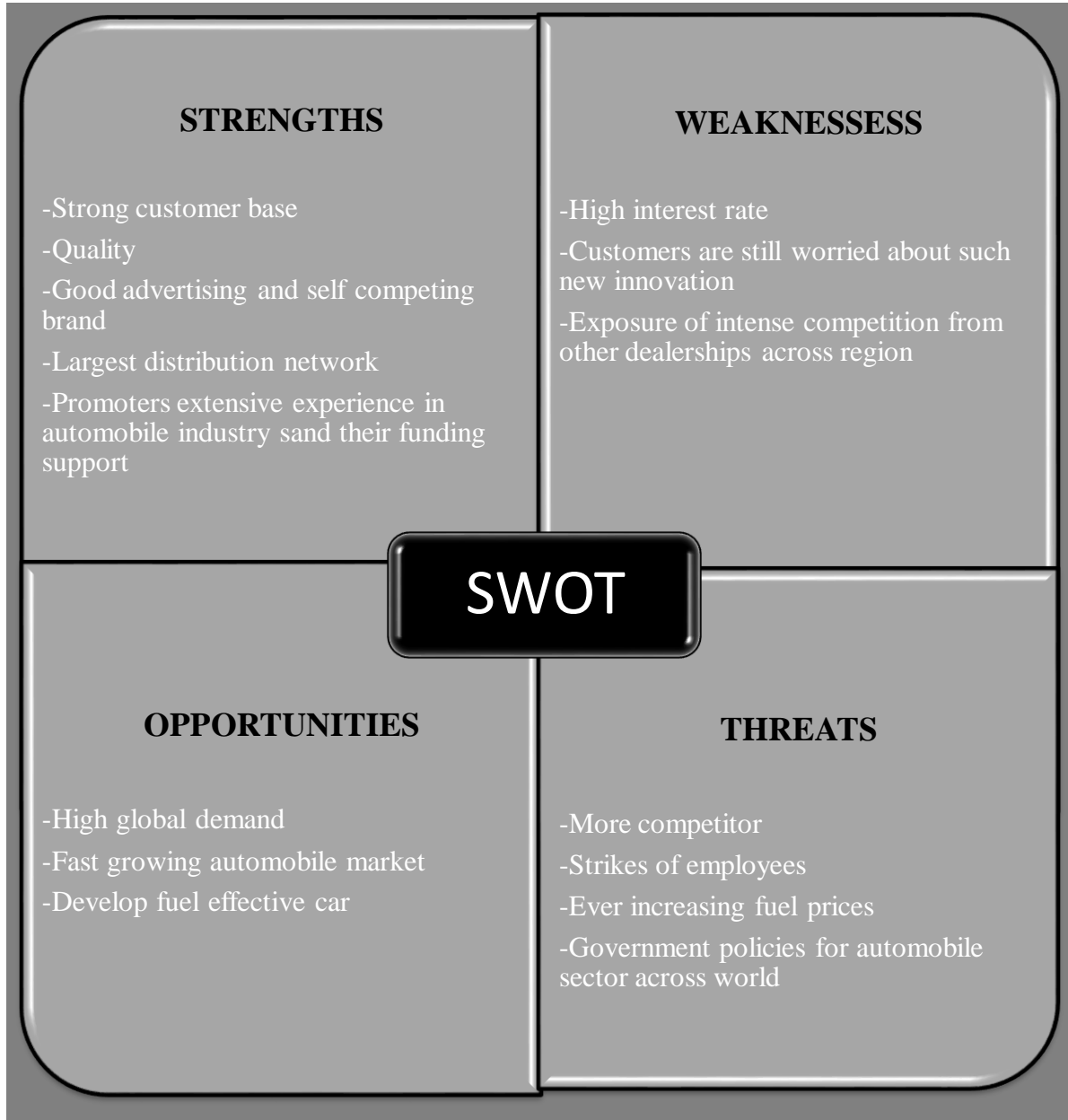


XL6
↓



₹ 9 94 689
ex-showroom

3.5-SWOT Analysis



3.6-An Overview of Different Departments

○

Management and Administration Department

- Employees at administration and management team put all members at the alert of a dealership's everyday business.
- The employees working in this administration and management section by supervising and coordinating other departments are solely responsible for ensuring that whole dealership takes place smoothly and efficiently.
- Only business minded strong individuals who could work with people in the rapid development environment should join these team.

✓ **Finance Manager**

- After deciding to buy a car from a salesperson, they'll likely hand you off to a finance manager. Different dealerships give them different titles.
- Their job is to up-sell other products and services and gets the financial paperwork done.
- The finance manager might encourage the buyer to also buy rust-proofing. They could have insurance sold through the dealership. Winter tires, trunk nets, and other accessories could get promoted.

✓ **Customer Service Representative**

- Every dealership should have a pleasant, smiling face greeting the customers. It could be a receptionist, a greeter, or a concierge.
- Their job is to facilitate the buyer's journey. Does the person want to see a salesperson now? Do they want a specific sales employee to work with them?
- The receptionist books appointments, answers the phone and works on sales paperwork. First and foremost, they ensure the customer has a positive experience.

✓ **Car Detailer**

- Some cars sit on the lot for weeks or months before getting sold. That means they've endured months of rain, snow, and other bad weather conditions.
- After a sale, but before the car gets picked up, it needs detailing.
- Most dealerships will have a car detailer in-house or nearby to clean cars. They could clean cars still on the lot for sale, too. Their job is all about making the product look great for the customer.

✓ **Lot Manager**

- Large dealership lots usually rely on a lot manager to organize it. The lot manager returns cars to their place after test drives.
- When new inventory comes in, they park it in the correct spot.
- Parking well is a huge asset to dealerships. It affects the professional appearance of the business. Cars in the lot need to get parked identically across the property.

✓ **Property Maintenance**

- Curb appeal is important to successful dealerships. Customers care how a business looks outside because it forms their first impression.
- Large dealerships will hire a handyman and/or property maintenance person. They take care of snow removal, lawn care, and building maintenance.
- They may also hire the cleaning team to ensure the inside of the dealership stays clean. Small and independent dealerships are less likely to have these roles. With bigger franchise names comes a bigger budget to spend on employees.

✓ **HR Consultant**

- Who ensures the other employees get paid, show up, and are happy? The Human Resources consultant handles all employee-related tasks.
- In a car dealership, this will often include facilitating health and safety training. They ensure new employees have a desk and login code. They provide orientation to new employees.
- If employees have complaints or concerns, they can discuss them with HR. The consultant sometimes works on company culture and engagement. They might plan weekly or monthly events that are fun for the whole team.
- The consultant often works closely with the sales manager and dealership owner.

○

Department of Sales

- Employees working in the department of sales help to totally design the dealership's image. Though selling vehicles is a huge part of this, still it takes a professional and efficient person to build a sale.
- Sales department professionals should not only have a clear interest in vehicles but also they must know about the insurance policies and finance options available in their automotive industry.
- They also need to explain to customers about the state laws and federal laws pertaining to the sales of the vehicle.
- They should be in a way to comprehend all the needs and requirements of the customer.

✓ **Sales Manager**

- The captain of the ship is the sales manager.
- A proficient salesperson to start, the manager provides leadership to the sales team.
- They keep track of sales quotas and goals.
- When a spot opens up for a new team member, they hire them.
- They empower the sales team to work hard and hit quotas.

- The sales manager writes work schedules and corresponds with Human Resources.
- If they aren't the owner themselves, they also work closely with the dealership owner.

✓ **Salespeople**

- Lastly, the front face of the car dealership is the salespeople.
- They're the ones you expect to see in the showroom.
- It's their job to sell you a car.
- The salespeople must know everything about their product.
- To sell it well, they must also be personable and persuasive.
- No one likes a pushy, aggressive sales person.
- There's certainly an art to selling cars. You must be able to read the customer when they walk in and anticipate what they need.
- Communication is the key.
- Salespeople take the customer through the buying process from start until close

○

The Service Department

- Through good management, administration teams and an efficient sales team is the major bone for the automotive industry, without a service department, a dealership would be nothing.
- Professionals at the service department are important for success of the dealership.
- Service department employees ensure the industry that existing customers and also new customers keep coming back to the dealership for all the repairs and maintenance of their vehicles.
- Service technicians are the employees who must have good knowledge in vehicle mechanics, and also in computers and electronics.
- In present fast-paced automotive world, professional technicians should always be updated.

✓ **Service Technicians**

- Some dealerships have their own Parts & Service Departments. This is especially common for franchised dealerships.
- Service Departments employ many people. There're the technicians, the appointment setters, and the shuttle drivers.
- Most Service Departments have a manager who schedules and leads the other employees.
- Technicians usually have formal education in auto mechanics.
- Some of the employees are in apprenticeship programs getting on the job training.

○

The Parts Department

- Parts department and service department team should work hand in hand.
- Experts and professionals who work in the department of inventory, parts order and mainly who distribute the parts to the technicians as well as the public users comes. Every department in automotive industry gives a different and unique experience, caters different needs and requires a different set of skills. However, without even any one of the department, the whole dealership would fail. Each department in automotive industry should work with the others to ensure the overall success of the dealership.

✓ **Parts Technicians**

- If there's a Service Department, there might also be a Parts Department.
- Franchised dealerships want customers to buy parts from their brand, not aftermarket sellers.
- In the Parts Department, there are parts sales representatives and technicians. You might also find tire-pushers. These employees work during snow tire season to literally move tires.
- The Parts Department works closely with the Service Department. If there's a recall, the service manager might need them to order the right replacement parts.
- Like the Service Department, the Parts Department will likely have a manager. In smaller dealerships, the two management positions are done by the same person.

4-Review of Literature

➤ Adithi Pradeep, Alfiya Niha (2018),

The researcher conduct research on topic “Best practices in grievance handling mechanism: a study in Kerala”.

The main objective to know whether the employees are satisfied with the current grievance management and how they are benefited.

The researcher use Primary and Secondary data.

The researcher also found the study reveals that grievance handling mechanism in this administration is satisfactory.

The company is recognizing the need to satisfy the employees and retaining them.

When the draw backs are resolved then the employee’s grievance can be reduced in the organization and the employees can also increase a Relationship between supervisor and coworker.

➤ Arindam Garg (2018),

The researchers conduct on topic “A study on the effectiveness of grievance handling mechanism in Arunachal Pradesh State Co-Operative Apex Bank Ltd.”

The main objective to study the effectiveness of grievances handling mechanism and to identify the factors influencing the effectiveness of the grievance handling in the organization.

The researcher use Descriptive research design.

The researcher also found the study reveals that the Grievance handling mechanism in the bank is working satisfactorily.

The organization is giving due importance for addressing the grievances of employees.

The bank is making efforts to ensure those employees are satisfied with the measures taken to resolve their grievances.

➤ Ms.g.ramya (2014),

The researcher conducts on topic “A Study on Effectiveness of Grievance Handling Mechanism at Swastik Apparel’s, Erode.”

The main objective to analysis the grievance handling system leads to a favorable attitude towards the management and to know the level of satisfaction towards the grievance Handling procedure of the organization.

The researcher use Descriptive Research.

The researcher also found Grievance procedures are related to other attitudinal measures and the behaviors of shop stewards in the grievance procedure.

Grievance procedure effectiveness was related to union members' overall satisfaction with the union.

Its procedures have been found to relate to union commitment, employer commitment and dual commitment.

➤ **Enochkwsii Assafuah (2017) ,**

The researcher conducts on topic “Grievance handling procedure and employee performance.”

The main objective to examine how the grievance handling procedure influences employees’ performance and to identify styles used in handling employee grievance. The researcher use Qualitative research design.

It is highly believed that effective grievance handling procedures have the tendency to ensure the existence of a harmonious work environment for the organization and its employees to achieve effectiveness, efficiency and a higher level of productivity.

Since the organization cannot function effectively without discipline, in the organization cannot function well without effective employee job performance.

➤ **Dr. G. Balamurugan and V.Shenbagapandian (2016),**

The researcher conducts on topic “A study on effectiveness of grievance handling procedures in international airport tiruchirappalli.”

The main objectives to identify the relationship between the employer and employee, to find the employee satisfaction after the redressal of grievance and to make suggestions for grievance handling procedures.

The researcher use Descriptive design.

The researcher also found the few changes in organization policies and procedures to increase the productivity from the employees.

The management has to improve the communication part to their employees about their issues.

The organization must reduce the transfers frequently, and provides more training to their employees.

➤ **Opatha, H.H.D.N.P, Ismail, Zakaria (2001),**

Defines the effective worker grievance handling.

This paper gives an interpretation of worker grievance handling(WGH) critical aspect of Human Resource Management and industrial inter connection in a new prosperity.

Employee grievance management is means for obtaining and solving issues of workers with the purpose of increasing industrial nonviolence.

Employee grievance management has its different importance for better employee relations, employer encouragement and employer output.

This paper focuses on main three division, respectively grievance scheme,; grievance format, Grievance execution.

The few suggestions are also given.

The paper may be the guidance to organization in a freshly developed nation in increasing their worker grievance handling also who are willing in interpretation.

The Steward’s says political effects of Grievance handling in local union.

This study improves and trails three deep-rooted proposition or postulation about the correspondence between complaints manipulating approach and political reflections or impacts in a brotherhood.

1. Additional glowing complaints manipulating intensifies the steward's possibility of absolute majority.
2. Increasing the political tolerated get in an election or referendum the preponderant the steward's capacity to cause complaints reflection conveniently.
3. Association between the high level authority and low level authority, complaints manipulating becomes more capable and beneficial.

➤ **Cooke,F.L and Saini, Asia pac J. Manag,**

From legalism to strategic HRM in India.

This study explores complaints management in India, sketching on Information from the survey of 186 from organization working in peculiar zones.

It explores the deviating procedures and the part of key organizational performer in complaint management.

This study tells different application in complaints management section due to organization past events and holder.

It spotlights the insufficiency of India's public organization for complaints compensation on the one hand, and the growing space for organizations to produce unique and non-formal methods on the other vacating working protection bigly in the compassion and eligibility of the organization.

We assert that upcoming explore on complaints management should assume a finer environmental and securable dealing to unveil methods and the clown reaching of worker displeasure.

It should also assume an integrative proceed to avoid the differentiation between the surviving Human Resource Management (HRM) and institutional or manufacturing connection explore domains and produce whole grasping of what HRM implementation many be conductive to improve a well workplace or surrounding correspondence and production development.

➤ **Paul F.salipante, Rene Bouuwen ,**

Refers Behavioral Analysis of Grievance. To date, complaints exploration has made short use of performance concept improved in the literature on firm dispute.

This concept form the fundamentals for a representation of complaints behavior that connects or interlinks the origin of complaints to complaints efforts and results origin of complaints disputes are traversed by exploring interview or conference with Belgian and American workers working their Grievances in the surroundings.

As substituting to the Restrict functioning arrangements culturally used classification of complaints is adjacent that resemblance to complaint own communications of the Impact of dispute pertaining this classification method to the interview or conference information betrayed that most complaints have several origins and that a complaint representatively bend people statements covering the sources of the complaints.

Behavioral analysis of Grievance can profit explorer and professional by giving awareness into the firm or company's working of dispute and into workers more fundamentals praise about the firm's or company's merit or benefit.

➤ **Gordon and Miller, Allen and Keavney and Klass,**

Note the important role that expectancy theory could play in differentiating grievant and non-grievant, although not a complete test of expectancy theory.

➤ **Lewin and Boroff**

It includes the employees perceived effectiveness of the grievance procedure as an explanatory variable.

Surprisingly, this was not significantly related to grievance filing.

Further research focusing on expectancy theory and grievance filing that more fully develops testable hypotheses derived from expectancy theory seems appropriate.

➤ **Bemmels, Reshef and Stratton-Devine**

It includes the shop stewards assessment of how frequently employees approach them with complaints.

Although most grievances are formally filed by employees, the initiation of a grievance can come from employees or stewards.

Complaining to the shop stewards is the employees' role in the grievance initiation process. Both of these studies found the work group with employees who complained to the stewards more frequently had grievance rates.

Employees' complaining to their stewards is a precursor to grievance filing.

The measure of consideration and structure were significantly related to frequency of employee complaints in Bemmels and the steward's assessment of the supervisors' knowledge of the collective agreement was negatively related to complaints.

➤ **Lewin and Peterson**

Found a positive relationship with grievance procedure structure and grievance rates.

They also found higher grievance rates under procedures that include provisions for expedited grievance handling.

It was found that provisions allowing oral presentation of grievances were related to lower rates of written grievances, and screening of potential grievances was related to lower rates of written grievance, and screening of potential grievances by a Committee or other union officials was associated with lower grievance rates.

The number of steps in the grievance procedure and the length of time allowed for filing a grievance were not related to grievance rates.

➤ **Aawathappa.k**

Grievance may be defined as any feeling of discontent or dissatisfaction, whether expressed or not and whether valid or not arising out of anything connected with the company that an employee thinks, believes or even feel is unfair, unjust or inequitable.

A grievance may be:

- Unvoiced or stayed by the worker
- Written or unwritten
- Valid or ridiculous, and may arise out of something connected with the company.

The formal mechanism for dealing with such workers dissatisfaction is called grievance procedure.

There may be variation in procedures followed for resolving employee grievances.

Variations may result from such factors as organizational or decision-making structures or size of the plant or company.

Large organizations tend to have formal grievance procedure involving succession of steps.

➤ **The Industrial Disputes Act, 1947**

There shall be a grievance settlement authority in every industrial organization that employs 50 or more workers.

Whenever an industrial dispute arises in these organizations, the concerned worker or his union may refer such a dispute to the grievance settlement authority for settlement.

The grievance settlement authority in the due timeframe shall proceed the matter and conclude the proceedings.

There shall be no reference of any dispute to boards, courts or tribunals unless and until such a dispute was considered by the grievance settlement authority to reach a decision and the decision so reached became unacceptable to any one of the parties of the dispute.

➤ **The Factories Act, 1948**

Section 49 of the factories act makes it necessary the appointment of a welfare officer in every factory that employs 500 or more workers.

These officers are actually responsible for settling the grievances of employees.

5-Introduction to Topic

- So, far as research report is concerned, here the title of the report is “Probing into the Management of Employee Grievances”, so here basic aim of conducting the research in this subject is to get the know whether the grievance handling mechanism ensures that employee’s problems are recognized and appropriately reviewed in a prompt and timely manner and whether grievance mechanism acts as a foundation for a harmonious and healthy relationship between employee and employer.

○ **Grievance Management**

- Grievance arises among employees due to wage demands, service conditions, in congenial workplace, unfair behavior of supervisors, union rivalry, undue political interference, unfair labor practices and overlapping labor laws.
- The grievance mechanism ensures a fair and just treatment of employee’s concerns and prompt resolution of grievances without discrimination, coercion, restraint or reprisal against any employee who may submit or be involved in a grievance.
- One of the effective ways of minimizing and eliminating the source of an employee's grievance is by having an ‘open door policy’. An ‘open door policy’ facilitates upward communication in the organization where employees can walk into superiors ‘cabin at any time and express their grievances. The National Commission on Labor suggested a Model Grievance Procedure, which lays down the sequence of steps to be taken whenever a grievance is expressed.

- **Causes of Grievances:**
 - Grievances may occur due to a number of reasons:
 - ✓ **Economic:** Employees may demand for individual wage adjustments. They may feel that they are paid less when compared to others. For example, late bonus, payments, adjustments to overtime pay, perceived inequalities in treatment, claims for equal pay, and appeals against performance- related pay awards.
 - ✓ **Work environment:** It may be undesirable or unsatisfactory conditions of work. For example, light, space, heat, or poor physical conditions of workplace, defective tools and equipment, poor quality of material, unfair rules, and lack of recognition.
 - ✓ **Supervision:** It may be objections to the general methods of supervision related to the attitudes of the supervisor towards the employee such as perceived notions of bias, favoritism, nepotism, caste affiliations and regional feelings.
 - ✓ **Organizational change:** Any change in the organizational policies can result in grievances. For example, the implementation of revised company policies or new working practices.
 - ✓ **Employee relations:** Employees are unable to adjust with their colleagues, suffer from feelings of neglect and victimization and become an object of ridicule and humiliation, or other inter-employee disputes.
 - ✓ **Miscellaneous:** These may be issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leaves, medical facilities, etc.

○ **Effects of Grievance:**

- Grievances, if not identified and redressed, may adversely affect workers, managers, and the organization.
- The effects are the following:

1. On the production:

- a. Low quality of production
- b. Low productivity
- c. Increase in the wastage of material, spoilage/leakage of machinery
- d. Increase in the cost of production per unit

2. On the employees:

- a. Increase in the rate of absenteeism and turnover
- b. Reduction in the level of commitment, sincerity and punctuality
- c. Increase in the incidence of accidents
- d. Reduction in the level of employee morale.

3. On the managers:

- a. Strained superior-subordinate relations.
- b. Increase in the degree of supervision and control.
- c. Increase in indiscipline cases
- d. Increase in unrest and thereby machinery to maintain industrial peace.

○ **Need for a Formal Procedure to Handle Grievances:**

- A grievance handling system serves as an outlet for employee frustrations, discontents, and gripes like a pressure release valve on a steam boiler. Employees do not have to keep their frustrations bottled up until eventually discontent causes explosion.
- The existence of an effective grievance procedure reduces the need of arbitrary action by supervisors because supervisors know that the employees are able to protect such behavior and make protests to be heard by higher management. The very fact that employees have a right to be heard and are actually heard helps to improve morale. In view of all these, every organization should have a clear-cut procedure for grievance handling.

6-Research Methodology



- Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as “A careful investigation or enquiry especially through search for new fact in any branch of knowledge. “
- The procedure using, which researchers go about their work of describing, explaining and predicting phenomena, is called Methodology. Methods comprise the procedures used for generating, collecting, and evaluating data. Methods are the ways of obtaining information useful for assessing explanation.
- The type of research used in this project is descriptive in nature. Descriptive research is essentially a fact finding related largely to the present, abstracting generations by cross sectional study of the current situation

6.1-Rational for Study

- Employees differ as individuals in their needs, expectations and behavior. When their needs are not satisfied or their objectives are not achieved, the result is employee dissatisfaction. It is not an easy task for the management to keep all the employees satisfied and motivated, all the time.
- If the dissatisfaction of employees goes unattended or the conditions causing it are not corrected, the irritation is likely to increase and lead to unfavorable attitude towards the management and unhealthy relations in the organization. Hence, handling the grievances of any person in any organization is of paramount importance.
- This forms the need for the study of the grievance redressal procedure of the organization and its effectiveness towards job satisfaction to maintain healthy and harmonious environment of the organization.

6.2-Statement of Problem

Enouncing a research problem is important in defining the quality of the responses and determines the correct research method used. To avoid waste of money and time it is needed to define the problem in specific terms.

The problem statement for this research is:

“Probing into the management of Employee Grievances”

6.3-Significance of Problem

- Employee's grievance not only reduces the productivity of employees and organization, it may put the existence of the organization in a danger situation. Therefore, the grievance has to be solved as quickly as possible. For this reason has to be identified.
- The problem to be addressed is to assess the Grievance procedures followed by Kataria Automobiles Pvt. Ltd. (NEXA), to solve the grievances of the employees. There are various factors that motivate the employees to work for an organization and make them retain in the organization for a longer period of time.
- The project is mainly undertaken to understand the factors influencing the grievances and how far grievances are redressed.

6.4 Research Objectives

Objectives of the study of project can be classified mainly into;

1-Primary Objectives:

- To understand the general factors influencing the employee's grievances.

2-Secondary Objectives:

- To identify whether the employees are aware of the grievance handling mechanism.
- To identify the effectiveness of the grievance handling system.
- To identify the satisfaction level of employees towards their grievance handling system.

6.5-Scope of the Study

- The study throws light on need for Grievance handling procedures and this study facilitates management for further improvement of the same.
- This study will be useful when similar kind of research is undertaken.

6.6-Research Hypothesis

➤ Statement-1

- **H₀**: Employees are not satisfied with the management decision regarding grievances.
- **H_a**: Employees are satisfied with the management decision regarding grievances.

➤ Statement-2

- **H₀**: Grievances are not managed in friendly and positive way.
- **H_a**: Grievances are managed in friendly and positive way.

6.7-Research Design

- Research design is the specification of the method and procedures for acquiring the information needed to solve the problem.
- The research design followed for this research study is descriptive research design where we find a solution to an existing problem. The problem of this study is:

“Probing into the Management of Employee Grievances.”

➤ **Sources of Data:**

The two sources of data collection are namely primary and secondary.

1-Primary Data

- Primary data are fresh data collected through survey from the employees using questionnaire.

2-Secondary Data

- Secondary data are collected from books and internet.

➤ **Data collection method**

1-Questionnaire

- A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents.

2-Interview

- An interview is a conversation where questions are asked and answers are given. It is a direct way of collecting information.

Research Variables

A concept which can take different quantitative values is called variables. It is classified into independent and dependent variables. This research was studied keeping the dependent variable as grievance handling system .Then independent variable were analyzed based on the factors influencing grievances

1. Dependent variables

- Dependent variable is one which is affected by changes in the independent variables. Here the dependent variable is ,
 - ✓ Grievance handling

2. Independent variables

- Independent variables are not affected by changes and its changes causes variation in some other variables. And it is not dependent on any variables.
 - ✓ Salary
 - ✓ Allowances
 - ✓ Work load
 - ✓ Working hours
 - ✓ Job stress
 - ✓ Working environment
 - ✓ Employee – employer relationship
 - ✓ Leave applications
 - ✓ Working shift
 - ✓ Supervision
 - ✓ Sanitation facilities
 - ✓ Discipline

6.8-Sampling Design

Sample Element	Employees at Kataria Automobiles Pvt. Ltd. (NEXA)
Sample Size	30
Sample Method	Percentage
Sample Media	Questionnaire
Sampling Method	Simple Random Sampling

6.9-Limitations of the Project

As every coin has two sides, there are certain limitations of this study which are as follows.

- The study was limited to the policies and practices being followed at Kataria Automobiles Pvt. Ltd. (NEXA) .
- Due to shortage of time only important information is collected.
- Some of the record and information cannot be shared and it is not available because of the confidentiality. It is a big limitation.
- The accuracy depends on respondent's information.

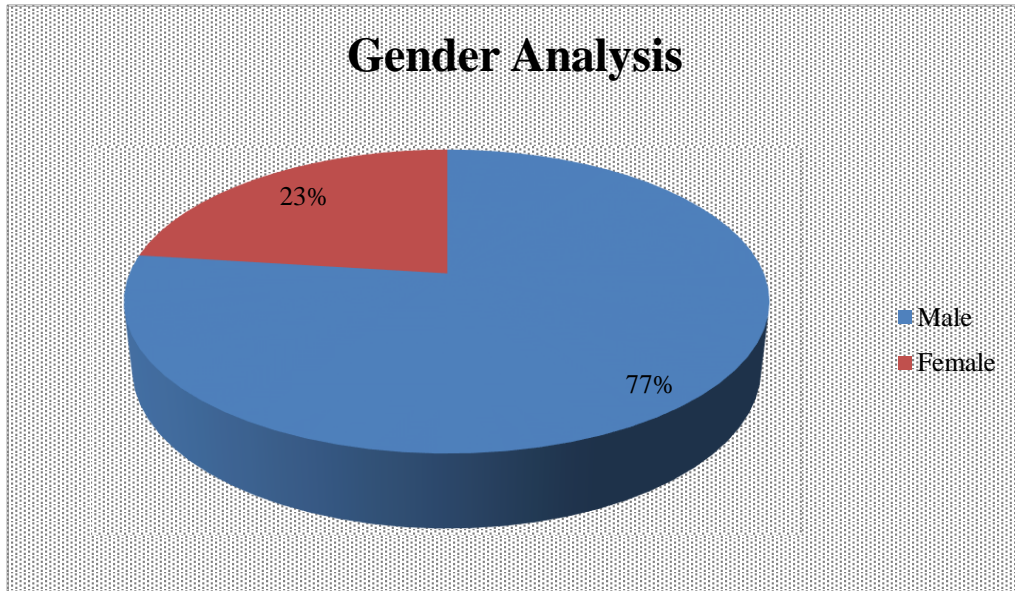
7-Data Analysis and Interpretation



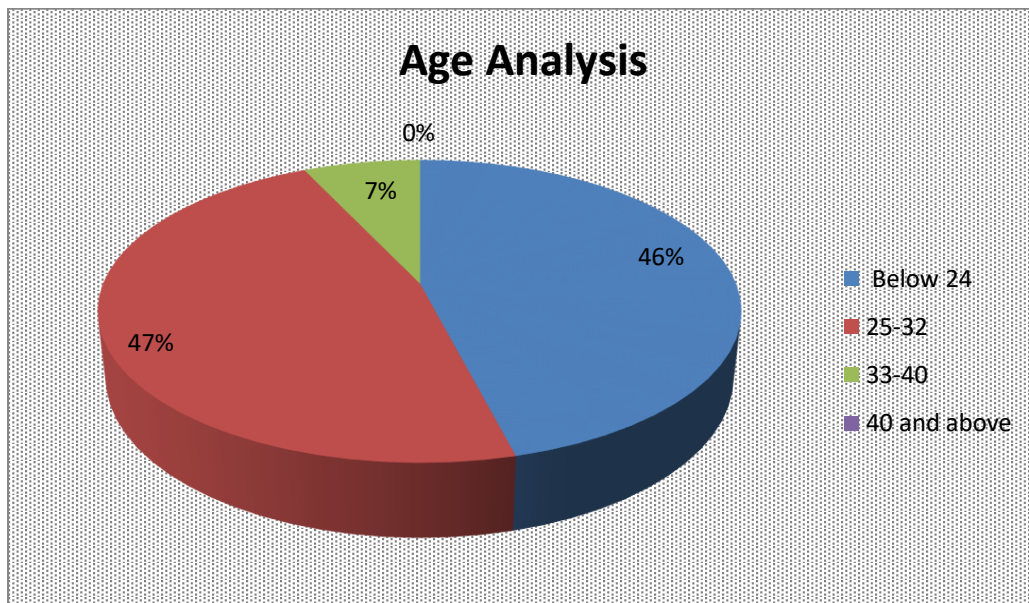
1 2 3 4 5 6 7 8 9

General Information

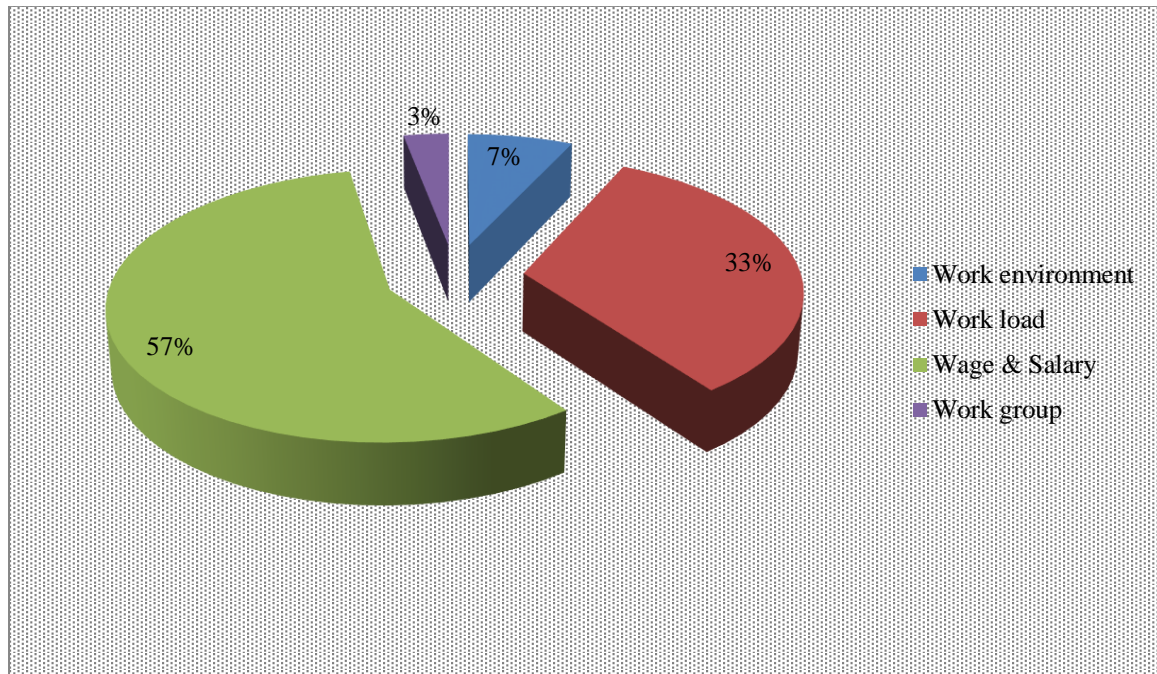
➤ **Figure 1 – Gender Analysis**



➤ **Figure 2 – Age Analysis**



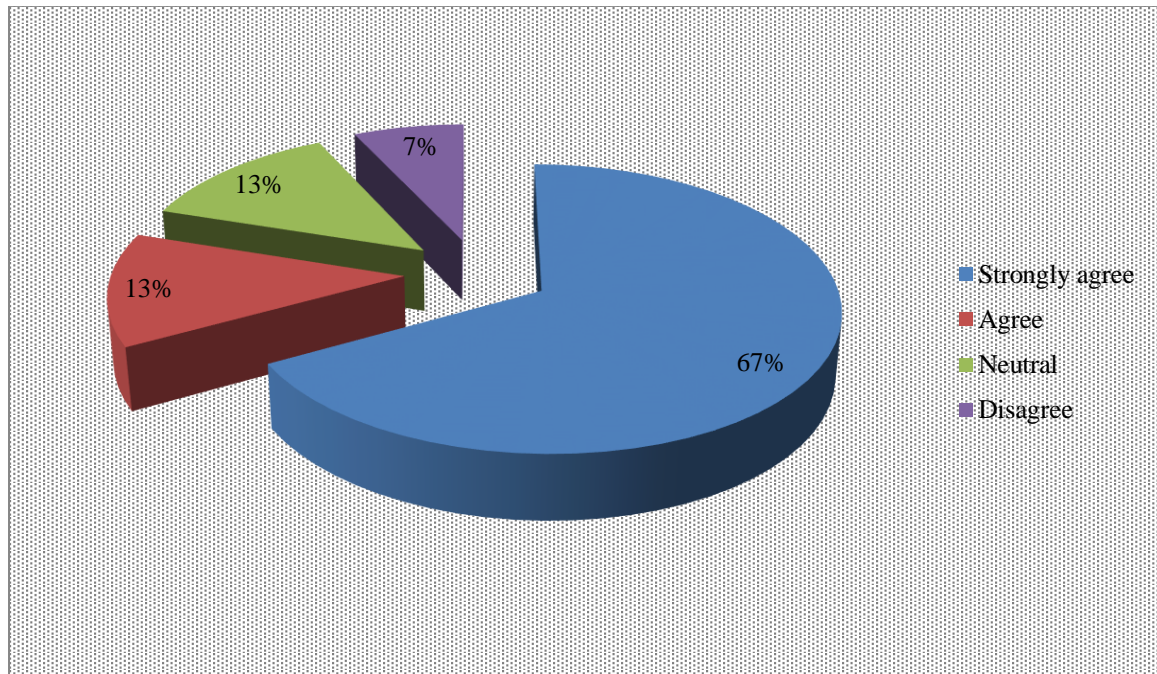
Q. Most of the time in your organization grievance is related to which factor?



Interpretation:

- As per the above diagram 57% of employees feel that grievances in their organization are related to wage & salary, whereas per the rest 33% it is because of workload, 7% relates to work environment and other 3% to work group.

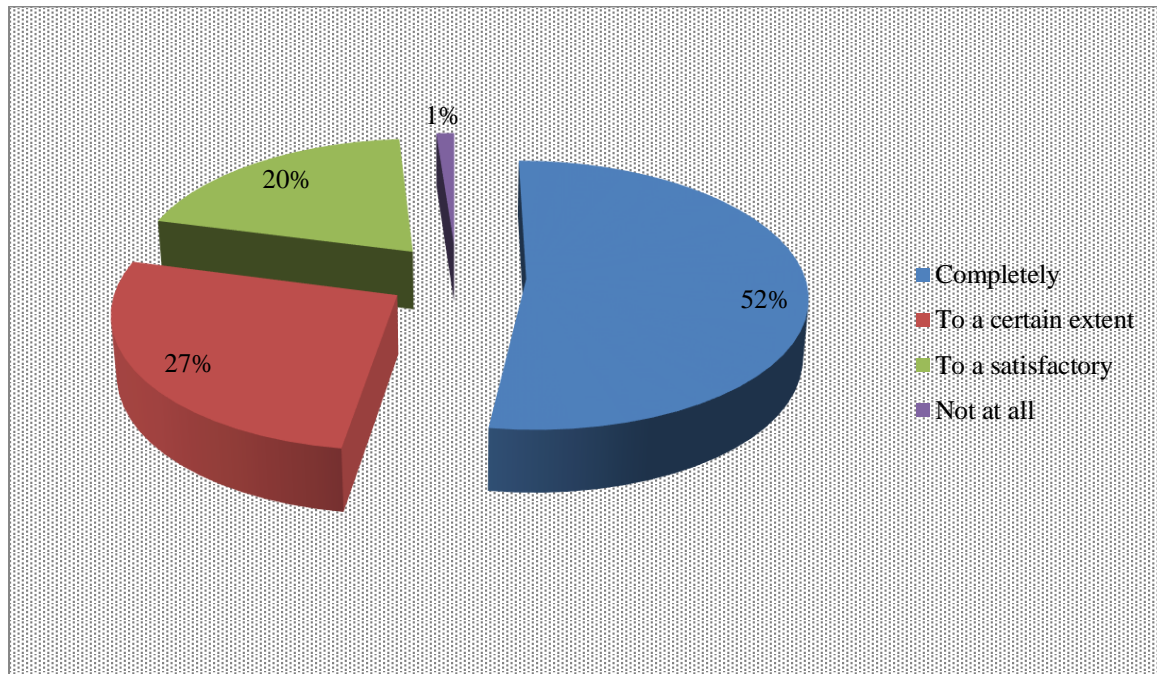
Q. Are you satisfied with the management decision regarding your grievance?



Interpretation:

- As per the above diagram 67% of employees are strongly agreed upon the management decision regarding their grievance, the rest 13% voted agree, whereas 13% feels decisions are neutral and 7% are dis-satisfied with the management decisions.

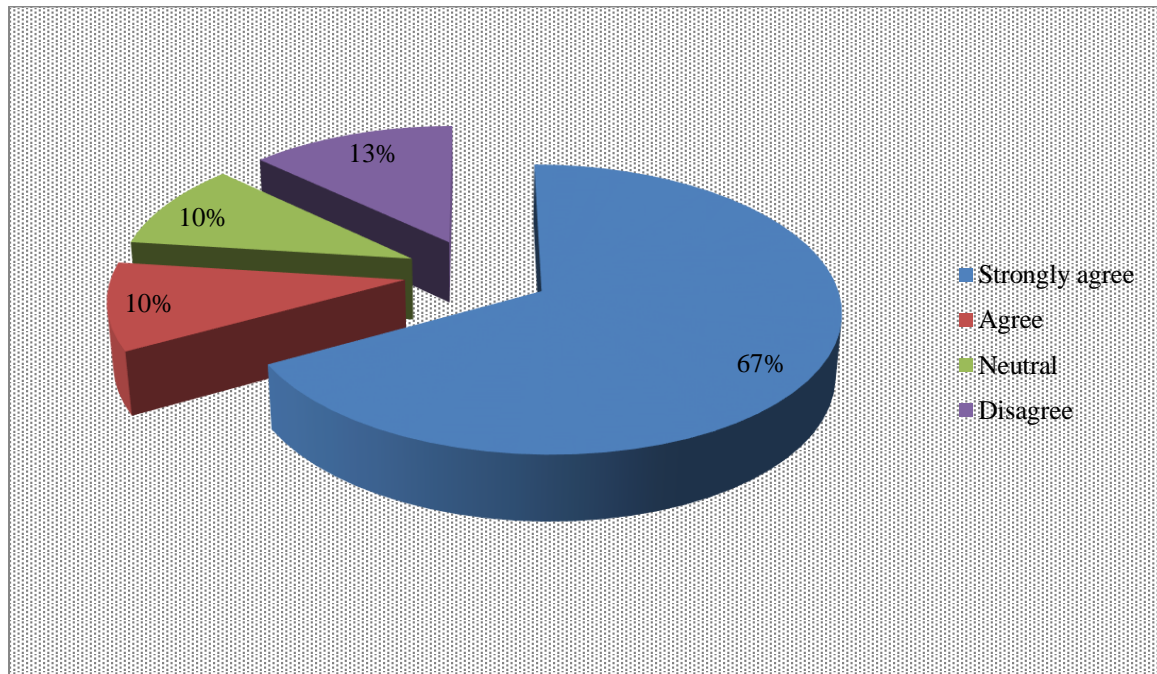
Q. To what level management is effective in grievance settlement?



Interpretation:

- As per the above diagram 52% of employees believes that management is completely effective in grievance settlement, whereas per the 27% it is up to the certain extent , the rest 20% believes it is up to a satisfactory level and as per 1% management is not at all effective.

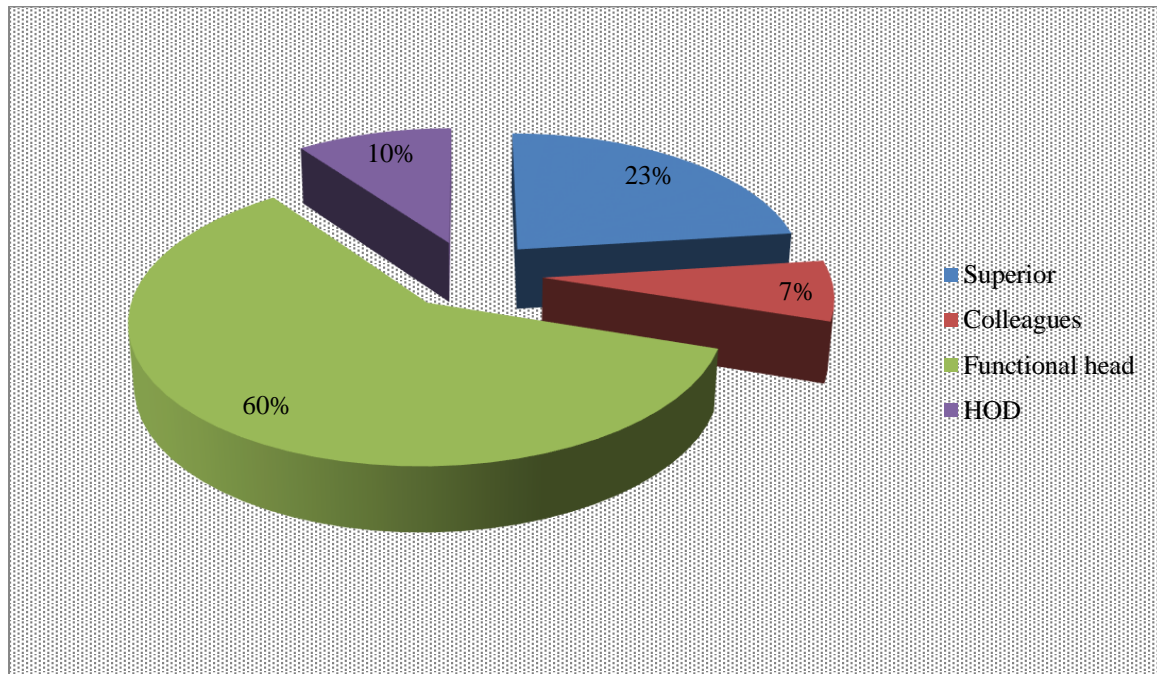
Q. Are grievances managed in friendly and positive way?



Interpretation:

- As per the above diagram 67% of employees strongly agrees that grievances are managed in friendly and positive way, the rest 10% rated as agree, neutral was rated by 10% of employees and 13% dissatisfied with these thought.

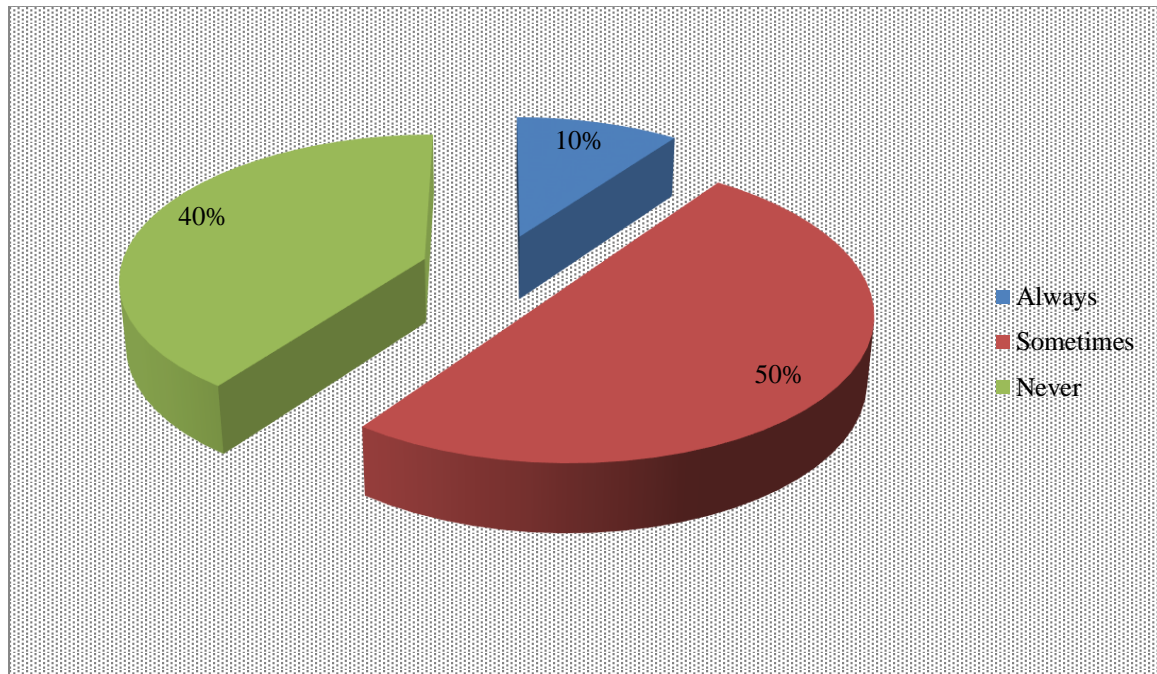
Q. Whom do you report/share if you have any grievances?



Interpretation:

- As per the above diagram 60% of employees report their grievances to functional head, 23% to their superior, 7% to their colleagues and the rest 10% to their HOD.

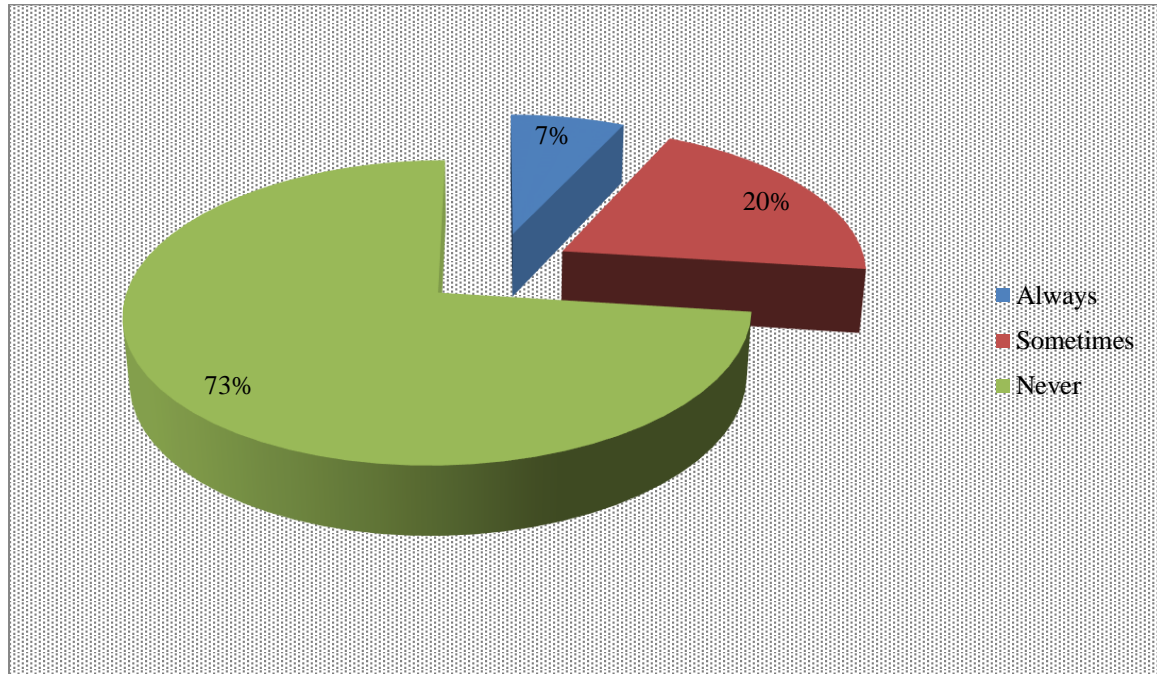
Q. Are there any differences in handling grievance in your organization?



Interpretation:

- As per the above diagram 50% of employees believe that there are differences while handling grievances sometimes, while as per 40% there are never such differences and as per 10% there are always differences in handling grievances.

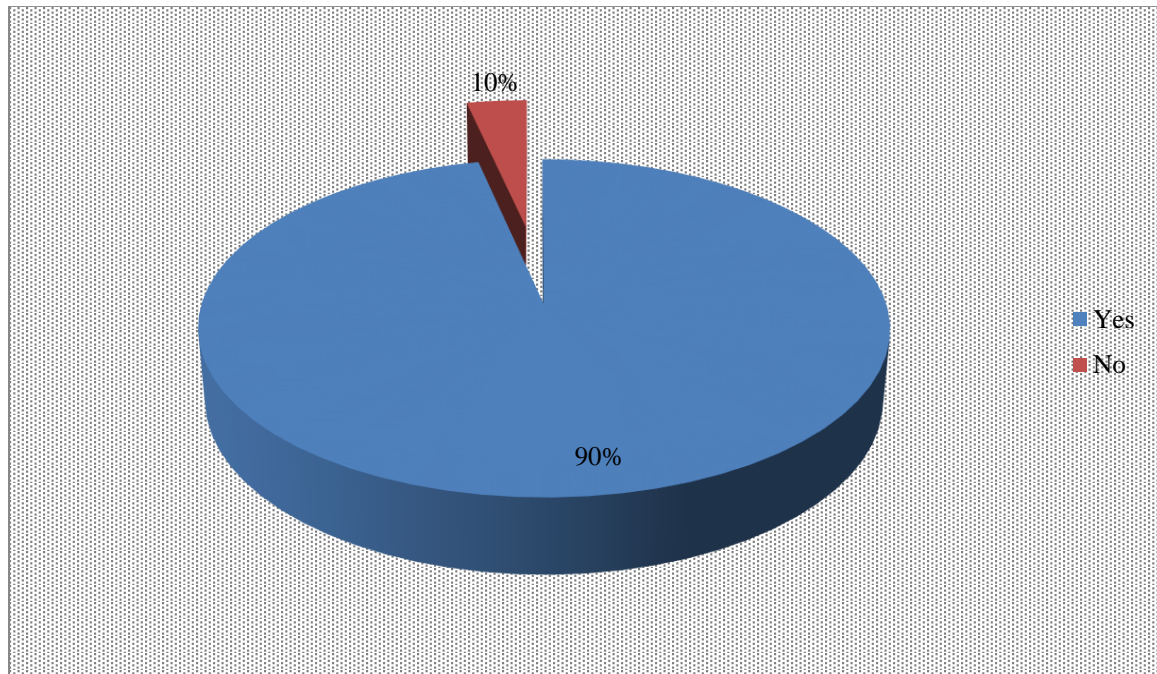
Q. Do you keep grievances to yourself?



Interpretation:

- As per the above diagram 73% of employees never keep grievances to themselves, whereas 20% sometimes keep it to themselves and the rest 7% of employees always keep their grievances to themselves.

Q. Grievance handling is one of the major components of job satisfaction?



Interpretation:

- As per the above diagram 90% of the employees believes that grievance handling is one of the major components of job satisfaction and the rest 10% does not feel these as important factor for job satisfaction.

➤ **7.1 Hypothesis Testing**

▪ **Chi-Square Test**

- A chi-square test is a statistical test used to compare observed results with expected results.
- The purpose of this test is to determine if a difference between observed data and expected data is due to chance, or if it is due to relationship between the variables you are studying.

Statement-1

- **Ho:** Employees are not satisfied with the management decisions regarding grievances.
- **Ha:** Employees are satisfied with the management decisions regarding grievances.

Strongly Agree	20
Agree	4
Neutral	4
Disagree	2

Observed value	Expected Value	(O-E)	(O-E) ²	(O-E) ² /E
20	7.5	12.5	156.25	20.83
4	7.5	-3.5	12.25	1.63
4	7.5	-3.5	12.25	1.63
2	7.5	-5.5	30.25	4.03
Total				28.12

$$=28.12$$

Degree of freedom = No. of groups-1

$$=4-1$$

$$=3$$

At 5% level of significance, tabulated value = 7.81

Calculated value is greater than tabulated value, hence null hypothesis is rejected.

Statement-2

- **Ho:** Grievances are not managed in friendly and positive way.
- **Ha:** Grievances are managed in friendly and positive way.

Strongly Agree	20
Agree	4
Neutral	3
Disagree	3

Observed value	Expected Value	(O-E)	(O-E) ²	(O-E) ² /E
20	7.5	12.5	156.25	20.83
4	7.5	-3.5	12.25	1.63
3	7.5	-4.5	20.25	2.7
3	7.5	-4.5	20.25	2.7
Total				27.86

$$=27.86$$

Degree of freedom = No. of groups-1

$$=4-1$$

$$=3$$

At 5% level of significance, tabulated value = 7.81

Calculated value is greater than tabulated value, hence null hypothesis is rejected

8-Findings

- In this research which is about grievances management, founds out that about 75% of the employees are satisfied by the grievance handling and decisions of the management regarding the same.
- Work culture is supposed to be highly supportive.
- Most of the grievance in this organization is related to wages & salary and work load.
- Majority of employees are well aware about the redressal procedure followed in the organization.
- Grievance management for most of the employees is one of the major components for job satisfaction.
- About 60% of employees report their grievances to functional head and rest to superior, colleagues and HOD.
- Less than 1 month time is taken for solving the complaints of employees.
- There is positive and friendly approach in handling of grievances.
- About 60% of employees report their grievances to functional head and rest to superior, colleagues and HOD.
- Less than 1 month time is taken for solving the complaints of employees.
- There is positive and friendly approach during grievance handling.

9-Suggestions

- Management should consider introduction of unit level grievance handling system.
- Superiors should be trained to handle the grievance effectively.
- There should be feedback system on grievance redressal.
- Grievances are to be solved whenever they are at the budding stage.
- Grievance can amicably solved through mutual dialogue with the employees with an open mind and transparent in dealing certain issues.
- Policy where door is open for all can be used, personal contact and mutual understanding can mitigate the barriers that exist between the various categories.
- Employees should be encouraged to take suggestion boxes seriously which are already, this will shed light on conflict.
- Request for transfers, accident rates, resignations, and disciplinary cases should be analyzed carefully as they reveal the general patterns that are not apparent.

10-Learning from the project

- Managerial relations
- Labor relations
- During my internship I gained practical knowledge on how the human resource division of an organization operates and coordinates its activities to ensure smooth functioning of organization at all levels by ensuring right numbers of people are available at right time to do the right job. Not only that I have also gained insight into the working culture of the organization and observed how Kataria Automobiles Pvt. Ltd. (NEXA) handles its employees with value and empowerment to ensure they are motivated to give their best to the organization.

11-Conclusion

- The study reveals that the grievance handling procedure is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization. Most of the surveyed employees are satisfied with the methods adopted by the organization for redressing the grievance or complaints of the employees.
- Through the study it is understood that the effectiveness of grievance mechanism totally reflects on employee's attitudinal reaction. A good, confined, easy to process mechanism can easily win over an employee. The grievance procedure provides a way for identifying practices, methods, and administrative policies that are causing employee complaints so that changes can be considered and altered.

12-Annexure



Questionnaire

Dear Respondent,

I am Heta Pandya, an M.B.A. student of SHREE H.N. SHUKLA COLLEGE, Rajkot. I am conducting a project report on “Probing into the Management of Employee Grievances at Kataria Automobiles Pvt. Ltd. (NEXA) ” as a part of our syllabus. In this context, I request you to furnish me the below asked details. The Data provided by you will be kept secret and used for academic purpose only.

Name - _____

Gender

- Male
- Female
- Other

Age

- Below 24
- 25-32
- 33-40
- 40 and above

Is work culture supportive in your organization?

- Always
- Mostly
- Sometimes
- Rarely

Most of the time in your organization grievance is related to which factor?

- Work environment
- Work Load
- Wage & Salary
- Work Group

Are you aware of the redressal procedure followed in your organization?

- Yes
- No

Are you satisfied with the management decision regarding your grievance?

- Strongly agree
- Agree
- Neutral
- Disagree

Is there any temporary relief provided until proper decision is made so that it does not raise any adverse effects within the organization.

- Yes
- No

To what level the management is effective in grievance settlement?

- Completely
- To a certain extent
- To a satisfactory
- Not at all

Are grievance managed in friendly and positive way?

- Strongly agree
- Agree
- Neutral
- Disagree

Most of your grievances are related to:

- Work environment
- Social injustice
- Economic(salary, reward, incentive)
- Supervision

How often you face grievance in your organization?

- Mostly
- Rarely
- Sometimes
- Not at all

Whom do you report/share if you have any grievances?

- Superior
- Colleagues
- Functional head
- HOD

How much time management has taken for your grievance?

- Less than 1 month
- More than 1 month
- Pending

Are there any differences in handling the grievance in your organization?

- Always
- Sometimes
- Never

Do you keep your grievances to yourself?

- Always
- Sometimes
- Never

Does speak-up works in any grievance issue?

- Yes
- No
- Maybe

Grievance handling is one of the major components of job satisfaction?

- Yes
- No

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