

A STUDY ON GREIEVENCE HANDLING MECHANISM

(With Special reference to AP Paper Mill Ltd, Rajahmundry, E.G, District)

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ABSTRACT

Employee relations refers to main positive relationship among the employees by the organisation. It will enhance the employee commitment and loyalty towards the organisation. Most of the cases, it is difficult to find an organization without grievances at workplace. The grievance handling helps the firm to handle employee grievances effectively. Ever organization based on their needs develop a suitable grievance handling procedure and implements properly. This paper focuses that procedure effectively handling grievances in the organisation. The objective of the study was to establish level of awareness of grievance handling procedure among the employees of AP Paper Mills Limited, Rajahmundry, East Godavari District.

The population of the study comprised of 150 respondents (6 % of the population). Primary data was collected using through questionnaire. Tables were used to analyze the data, use simple percentages and to interpret it. The study found that the employees' awareness on the grievance handling procedure by the organisation. The study also revealed that employees were aware to whom they should communicate when faced with grievance, the committees that redress grievance, levels of grievance handling procedure and whom to communicate and present their grievance to. Based on the findings the study recommends that the management can interact well with the employees whenever there is a problem or grievance. This will make the employee to explain the problem properly. This should be resolved promptly.

Keywords: Grievance Handling Mechanism, Complaint, Awareness, Employee Satisfaction

INTRODUCTION:

Grievance is any discontent or dissatisfaction that affects Individual/organizational performance. It may be real or imaginary feeling of employee. A grievance can be stated or unvoiced, written or oral, legitimate or ridiculous. Employee may be develops a feeling of discontent or dissatisfaction, when his expectations/needs are not satisfied by the Organisation. If the dissatisfaction of employees goes unattended or the conditions causing it are not corrected, the irritation is likely to increase and lead to unfavourable attitude towards the management and unhealthy relations in the organization. It will impact on organisational productivity. It is very difficult to identify the employee grievances and carefully tackle the employee grievances.

Grievance procedure is the formal mechanism that is there in an organisation to deal with the worker's dissatisfaction. All companies whether unionized or not should have established and known grievance redressal procedure adopted by the organisations. An effective grievance handling procedure helps to minimise discontent and dissatisfaction as early as possible in an organisation, which in turn reduces adverse effects on organisation productivity.

Causes of Grievances

1. Economic

Economic causes like wage/salary, dearness allowance and other benefits are impact on the industrial relations. Employees may expect more wage/salary, other allowances as per the increased cost of living. Employees always compare their salary package with other organisation within that locality/area. Automatically it will create grievances among the employee category. For example, late bonus, payments, adjustments to overtime pay, perceived inequalities in treatment, claims for equal pay, and appeals against performance- related pay awards.

2. Work environment

Pleasant work environment definitely boosts the employee's productivity. But management not ready to invest more amount on pleasant work environment/ working conditions. 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.

3. 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, favouritism, nepotism, caste affiliations and regional feelings.

4. Organizational change

Any change in the organizational policies can result in grievances. For example, the implementation of revised company policies or new working practices.

5. Employee relations

Employees are unable to adjust with their colleagues, unrecognition of employee talent, suffer from feelings of neglect and victimization and become an object of ridicule and humiliation, or other inter- employee disputes.

6. Miscellaneous

These may be issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leaves, medical facilities, etc.

The usual steps in grievance procedure are:

1. An aggrieved employee submits the grievance in writing to the immediate supervisor or the designated officer who handles employee grievances
2. A reply is given to the employee usually within a week on the grievances.
3. If the employee is not satisfied with the answer, then that particular employee can refer it to the second stage i.e., the grievance committee.

4. Discussions take place between the concerned department and the Human Resources department as well as the Union where applicable.
5. The decision so agreed is communicated to the employee.
6. If the employee is still not satisfied, the top management may get involved and it may be referred for Arbitration.

There may be variations in the procedures followed for resolving employee grievances. Variations may result from such factors as organizational or decision-making structures or size of the plant, company etc.

Benefits of having Grievance procedure:

- The grievance procedure provides a means for identifying practices, procedures, and administrative policies that are causing employee complaints so that changes can be considered.
- They reduce costly employment suits.
- A grievance procedure allows managers to establish a uniform labour policy.
- A grievance system can be a reliable mechanism to learn of, and resolve employee dissatisfaction. It can produce early settlements to disputes or provide for correction of contested employment issues.

ABOUT THE COMPANY

The current name of Andhra Paper Limited has been given to the company in 2020. Formerly known as International Paper APPM Limited, this company which established as Andhra Pradesh Paper Mills in 1964 has a rich history.

In October, 2019 the controlling stake in the Company was acquired from IP by West Coast Paper Mills Ltd. (WCPM). WCPM, a part of S.K. Bangur Group, is one of the oldest and the largest producers of paper for printing, writing, and packaging in India. Established in 1955, WCPM is located at Dandeli in Uttara Kannada district in Karnataka. Consequently, the Company became a Subsidiary of WCPM.

In October, 2011, the Company was acquired by International Paper (IP), a \$28 billion American pulp and paper company founded in 1898. In the first significant domestic acquisition by a foreign paper company, IP bought 75% stake in the Company.

In December, 2013, the company was renamed as “International Paper APPM Limited”. The name change intended to recognize the parentage of International Paper, while maintaining the link to the history and positioning of the Andhra Paper Mills brand.

The Company produces writing, printing and copier papers for foreign and domestic markets. Our production facilities at Rajahmundry and Kadiyam have a total production capacity of 240,000 TPA. **The Company employs around 2,500 employees.**

REVIEW OF LITERATURE:

Dr.Mohanasundram ,N.Saranya(2013) in his article “employee grievance” organization are made up of people and function through people without people organization cannot exist. The

resource of men, money, material and machine are collected, coordinated and utilized through people in the organization. It is through the combined efforts of people that materials and monetary resources are effectively utilized for the attainment of common objectives and goals without united human efforts no organization can achieve its goal.

Dr. S. Gomathi, (2014) reviewed an article that tells us how a complaint is addressed in the management of grievances is about how problems are viewed in the regulation, past practice, cultural change unilaterally, individual abuse, salaries, bonus, descriptive method used in the study. Direct interviews are conducted with many respondents who find it difficult to answer the questions themselves. Translation is done whenever and wherever required The scope of the study is extended to Pvt staff. Ltd., This study is working on a set of employees of the same type. This study is very important in the present and future descriptive method used in the study. The main limitations of the study are: Cost Limitations: There were cost limits. This means that we have not been able to donate any gift or financial incentives to respondents to answer the questionnaire. This may result in some respondents choosing not to respond to the questionnaire. This may not have created an incentive among respondents not to take the opportunity to comment. This company is a good example for those companies that do not have a formal grievance procedure but who manage it well for the benefit of the organization. And staff find it a better way to communicate their problems and solve problems faster than a set of procedures and stages for problem solving.

Sushmapreethi and Guru P (2016) studied employee grievance management at Neyveli Lignite Corporation limited. The key objective of the study is to analyze the level of satisfaction on grievance management and to study the attitude of supervisors towards the grieved employees. Simple random sampling technique is used for selecting 153 sample respondents. Findings revealed that the attitude of supervisor towards the grieved employees largely depends on frequency of grievance received in the organization. If the management properly consider this bias and try to reduce it, then the level of satisfaction towards the grievance management system increased.

Rupali (2018), a complaint about any dissatisfaction or feeling of incompetence at work, should be related to performance. The purpose of this paper is to clarify the proper management of grievances the employee faces. The study identifies the most common complaints about wages and wages, place of work, promotions, transfers, lack of communication, inter-departmental relationships, etc. The study also looks at the origins of job grievances, grievance management procedures, and grievance redressal management procedures. Effective grievance management is an important part of developing good working relationships with employees and running the organization smoothly, effectively and efficiently and effectively.

Stored & Onyebuchi. (2019), in this paper psychologically assessed the impact of employee grievance management on organizational performance. The paper noted that the effective management of employee grievances is essential to a harmonious working relationship, strengthening the integrity and commitment of employees, and improving the productivity and performance of the organization as a whole. On the other hand, a lack of, or mistreatment

of, workers' grievances in organizations results in negative organizational consequences such as declining productivity, unemployment problems, disobedience to orders, misconduct and declining work quality. The study concluded that effective employee grievance management is essential to an effective management-and-employee relationship that helps improve organizational performance. It is recommended among other things that complaints should be dealt with as soon as possible as reported to ensure that the unresolved side effects of grievances are greatly reduced in the workplace. In addition, there should be a formal grievance management system that management will use as a guide for managing grievances in the workplace to ensure coherence, and to develop an ethical work ethic that is critical to improving organizational performance. Organizations should ensure that staff grievance management officers are properly trained to manage grievances and disputes, and should also educate their employees on the grievance procedure available to their organization, as well as the need to follow grievance procedures when submitting their grievances.

Taru, March (2020) described the grievances of International Airport staff, Tiruchirappalli. and examined the relationship between employer and employees as well. Finding effective solutions to complaints in middle management. The descriptive method is used as a research method to conduct a short study of complaints. A pilot study was conducted to analyze the complaints management process at the international airport, Tiruchirappalli. minor changes in product growth policies and procedures from employees. Managers should improve the communication component of their employees with their problems. The organization should reduce frequent referrals, and provide additional training for its employees. Complaints are well organized in the organization and speed and time must be increased to resolve grievances as soon as possible and this helps to reduce grievances in the organization.

STATEMENT OF THE PROBLEM

The problem to be addressed is to assess the Grievance management and procedures followed by AP Paper Mill Ltd. to resolve the employees' grievances. 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. One of the factor that will exhibit whether the employees' grievances are addressed and solved properly or not. The factors considered here include the awareness of the problem, the awareness of the employees whom to report, the availability of the concern person, discussion of the problems, causes and effects, methods to avoid such problems in future, directions and instructions regarding how to deal a problem, awareness programs to newly recruited employees, etc. Though many studies have dealt with Grievance Management and Procedures, this study is a pioneer attempt in AP Paper Mill to probe into their Grievance Management. The researcher also evinced interest to study the Grievance Management of the selected firm.

NEED FOR THE STUDY

Without an analysis of their nature and pattern, the explanation for employee dissatisfaction can't be resolved. The personnel administrator of an organisation should enter to details of the grievances and determine the simplest possible methods of settling them. He should help the top management and line managers, particularly foremen and supervisors, within the

formulation and implementation of the policies, programmes and procedures which might best enable them to handle employee grievances. This study is meant to understand and to know the worker grievance handling procedure within the organization.

RESEARCH METHODOLOGY

The study follows descriptive and causal research method. Both primary and secondary data are used in the study. The primary data was collected through a well-structured questionnaire. Secondary data was collected from academic journals and websites. The sample size taken for the purpose of the study is 150 employees in AP Paper Mills Limited, Rajahmundry, East Godavari District. Simple random sampling is used as sampling technique. The statistical tool like percentages used for Data analysis.

OBJECTIVES OF THE STUDY

1. To study the Employees aware about Grievance handling mechanism in the organization.
2. To study the Effectiveness of Grievance Mechanism in the organization.
3. To study the employee's satisfaction level towards Grievance Handling System in the organization.

LIMITATIONS OF THE STUDY

The time provided for the study was very limited. It wasn't possible to review thorough . The research study is restricted to a little sample size. The entire population of the factory wasn't interviewed because of time constraints. The conclusions are supported the idea that the answers given by the workers are true and adequate.

DATA ANALYSIS:

1. Employee age

Table.1 Employee age

Employee age	Frequency	Percentage
20 – 25	15	10%
25 – 30	24	16%
30 – 35	24	16%
35 – 40	42	28%
Above 40	45	30%
Total	150	100%

Source: Primary Data

The above table reveals that the majority of the respondents (30%) belongs to the age group of above 40 years, 28% of the respondents belongs to the age group between 35 – 40 and, 16% of the respondents belongs to the age group between 30-35 years, 16% of the respondents belongs to the age group between 25-30 years and 10% of the respondents belongs to the age group between 20 – 25.

2. Work Experience

Table.2 Work Experience

Work Experience	Frequency	Percentage
0-4 Years	15	10%
4 – 8 Years	30	20%

8 – 12 Years	30	20%
Above 12 Years	75	50%
Total	150	100%

Source: Primary Data

From the above table reveals that 50 % of respondents have above 12 years of Experience, 20% of respondents have 8 -12 years, 20% of respondents have 4-8years of Experience and 10% of respondents have 0 -4 years of Experience. Most of the employees are from AP Paper Mill Ltd are experienced.

3. Type of Designation

Table.3 Type of Designation

Designation	Frequency	Percentage
Worker	84	56%
Staff	48	32%
Officer	18	12%
Total	150	100%

Source: Primary Data

The above table indicates that 56% of the respondents are Workers, followed by 32% of the respondents are staff, 12% of the respondents are the officers.

4. Awareness of the problem and reporting person

Table.4 Awareness of the problem and reporting person

Awareness of the problem and reporting person	Frequency		Total
	Yes	No	
I am aware of the problem that happens in my work area	123(82%)	27(18%)	100(100%)
I am aware of the members of Grievance Committee	117((78%)	33(22%)	100(100%)
I know whom to report	117(78%)	33(22%)	100(100%)

Source: Primary Data

According to the above table.4, 82% of respondents are aware of the problem that happens in my work area, while 18% of the respondents no aware of the problem that happens in my work area. 78% of the respondents are aware of the members of the grievance committee, while 22% are not. 78% of the respondents are know whom to report, while 33% are not.

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

Table.5Grievance resolving is an important function for the smooth functioning of an organisation.

Grievance resolving is an important function for the smooth functioning of an organisation.	Frequency	Percentage
Strongly Agree	36	24%
Agree	90	60%
Neither agree nor disagree	24	16%
Total	150	100%

Source: Primary Data

The above Table.5 Shows that 60% of the respondents agree that Grievance resolving is an important function for the smooth functioning of an organisation, 24% of the respondents are strongly agree, while the other 16% of respondents neither agree nor disagree. Majority of the respondents agree that grievance resolving is an important function for the smooth operation of an organisation, when problems of employees resolved immediately it will help them to work productively.

6. Classification of facing grievances in the organization

Table.6 Classification of facing grievances in the organization

Classification of facing grievances in the organization	Frequency	Percentage
Not at all	09	6%
Mostly	36	24%
Sometimes	54	36%
Rarely	51	34%
Total	150	100%

Source: Primary Data

According to the above Table.6, among 150 respondents 36% of the respondents are said that they are facing grievances in sometimes, 34% of the respondents are rarely faced grievances, 24% of the respondents are mostly facing the grievances and 4% of the respondents are no grievances in the organization.

7. Most of grievance in your organisation are related to

Table.7 Most of grievance in your organisation are related to

Most of grievance in your organisation are related to	Frequency	Percentage
Supervision	51	34%
Economic (Salary, Reward, Incentives)	72	48%
Work Environment	21	14%
Workgroup	06	4%
Total	150	100%

Source: Primary Data

The above Table.7, it is found that 48% of 150 respondents had an issue linked to economics (such as pay, bonuses, and incentives).34% of respondents facing grievance related to supervision, 14% of respondents facing grievance related to work environment, 4% of respondents facing grievance related to work group.

8. Opinion about the sharing / reporting grievances

Table.8 Opinion about the sharing / reporting grievances

Opinion about the sharing / reporting grievances	Frequency	Percentage
Superior	15	10%
Colleagues	12	8%
Function Head	117	78%
HR department	06	4%
Total	150	100%

Source: Primary Data

The above table.8 exhibits that out of 150 respondents, 78% of the respondents reported the grievance to the function head, 10% reported the grievance to their superior, 8% of the respondents are sharing the grievances to colleagues, and 4% of the respondents are sharing the grievances to the HR department. Most of the respondents take their complaints to the function head since they are familiar & close with function head.

9. Opinion about the time taken for the superior on a complaint (duration of handling process)

Table.9 Opinion about the time taken for the superior on a complaint (duration of handling process)

Opinion about the time taken for the superior on a complaint(duration of handling process)?	Frequency	Percentage
1 Week	33	22%
2 Weeks	06	4%
Indefinite	18	12%
Depends upon complaint	93	62%
Total	150	100%

Source: Primary Data

Among the 150 responders, 62% of the respondent’s complaint resolved based on the complaint, and 22% of the respondent’s complaint resolved within one week. 12% of the respondent’s complaint solved indefinite, 4% of respondent’s complaint solved in 2 weeks(Table.9).

10. Is the Mechanism being followed resolves your grievance?

Table.10 Is the Mechanism being followed resolves your grievance?

Is the Mechanism being followed resolves your grievance?	Frequency	Percentage
Strongly Agree	9	6%
Agree	96	64%
Neither agree nor disagree	27	18%
Disagree	18	12%
Total	150	100%

Source: Primary Data

The above table.10 exhibits that out of 150 respondents 72% of the respondents says that the process in place addresses the workers' grievances, 18% of the respondents neither disagree nor agree and 12% of the respondent disagrees. Majority of respondents says that the organization's current grievance procedure is effective in resolving grievance, when the mechanism is easy to resolve the grievance, employees will feel free to share their problems, when they are satisfied in the company automatically the company environment will be good and the production rate will increase.

11. The procedure conveying grievances are simple and easy to report

Table.11 the procedure conveying grievances are simple and easy to report

The procedure conveying grievances are simple and easy to report	Frequency	Percentage
Strongly agree	24	16%
Agree	78	52%
Neither agree nor disagree	30	20%
Disagree	18	12%
Total	150	100%

Source: Primary Data

The above Table.11, it is clear that out of 150 respondents, 52% of respondents agree that the procedure conveying grievance are simple and easy to report, 20% of respondents neither disagree nor agree, and 16% of respondents strongly agree. Majority of respondents says that the method for communicating grievances is simple and easy, indicating that the firm has a good system, when the grievance solved in a good manner and in time which reduces the rate of grievance.

12. During Grievance handling, there is a positive and friendly approach

Table.12 during Grievance handling, there is a positive and friendly approach

During Grievance handling, there is a positive and friendly approach	Frequency	Percentage
Yes	114	76%
No	36	24%
Total	150	100%

Source: Primary Data

According to the above Table.12, 76% of the respondents said that during Grievance Handling, there is a positive and friendly approach, while 24% of the respondents said that there is no positive and friendly approach. Majority of respondents says that a positive and friendly approach is used during grievance handling. This should be the case in the company because it is beneficial to have a friendly approach in the workplace because employees will feel free to express their grievance in detail, when employees are happy and if they says there is a good response and a caring of an individual, it will help to increase productivity.

13. Overall satisfaction with the grievance-handling procedure of the organization

Table.13 Overall satisfaction with the grievance-handling procedure of the organization

Overall satisfaction with the grievance-handling procedure of the organization	Frequency	Percentage
Satisfied	90	60%
Neither satisfied nor dissatisfied	39	26%
Dissatisfied	21	14%
Total	150	100%

Source: Primary Data

Table 13 indicates that about six in every ten respondents (60 %) were overall dissatisfied while three in every ten respondents (26%) were neutral and over one in every ten respondents (14%) were overall satisfied with the grievance-handling procedure of the organization. Most of the respondents said that they were satisfied with the existing Grievance Mechanism, when the grievance solved within the supervisor level the time will be saved then the employee also shows interest on work.

FINDINGS:

1. 30% of the respondents belong to the category of age above 40 and 28% of the respondents belong to the category of age– 35 to 40.
2. Majority (50%) of the respondents associated with the organization for above 12 years.
3. Most of the (56%) of the respondents are the workers, 32 % of the respondents are the staff and 12% of the respondents are the officers.
4. 78% of employees are aware of the grievance committee members, 22 % of employees are not aware of the grievance committee members.
5. 84% of employees are agree that grievance resolving is an important function for smooth functioning of an organisation while 16% of employees are don't even know it is an important function.
6. 36% of employees are sometimes experienced grievance, 6% of employees are never experienced any grievance in these organisations, while other experienced rarely and occasionally.
7. Among 150 respondents 34% of respondents facing grievance related to supervision, 48% of respondents facing grievance related to Salary, Reward, Incentives, 14% of respondents facing grievance related to work environment while the remaining 4% of respondents facing grievance related to work group.
8. Majority (78%) of the respondents are report the grievance to function head, 10% of the respondents report the grievance to superior, 8% of respondents report the grievance to colleagues, only 4% of the respondents report the grievance to HR department.
9. 22% of employees' grievance solved within 1 week, 4% of Employees grievance solved in 2 weeks, 12% of Employees grievance solved within indefinite, while remaining 62% of employees' grievance solved based on their compliant.
10. Majority of the employees (60%) are agree that mechanism being followed resolves the employees grievance.
11. Most of the respondents (52%) are agree with the procedure conveying grievance are simple and easy to report, 16% of the employees are strongly agree with the procedure conveying grievance are simple and easy to report while other 20% of employees are neither agree nor that the procedure conveying grievance are simple and easy to report.
12. Majority of the respondents (76%) of the employees agree that during grievance handling there is a positive and friendly approach.

13. 60% of the employees were overall satisfied with the grievance-handling procedure of the organization.

SUGGESTIONS:

- The main aim in grievance management is to resolve employees' dissatisfaction and maintain harmonious working environment. To reach the circumstances, appropriate styles have to be selected to resolve different issue of grievance as every grievance has its own uniqueness
- It is necessary to conduct Awareness program regarding the ESI and PF benefits, various labour laws and employee welfare schemes.
- The supervisor should keep observing employees, who are working for an organisation and they should be reward/recognise properly.
- The grievance should be solved within a week, when it takes long time to resolve the employee may not concentrate towards productivity.
- It is need to be make small changes in the present grievance handling mechanism. They should consider every employee's grievance is important. So, organisation should have transparent procedure because most of the employees are happy with the present mechanism and it is easy to convey but also some of the employees are not happy with the present mechanism.
- Informal counselling helps to address and manage grievances in the workplace.
- The management can interact well with the employees whenever there is a problem or grievance. This will make the employee to explain the problem properly. This should be resolved promptly.
- Job descriptions, responsibilities should be as clear as possible. Everyone should be informed of company's goals and expectation including what is expected from each individual.

CONCLUSION:

The grievance redressal procedure is a problem solving, dispute settling machinery. It is a device by which grievances are effectively considering various aspects and the nature of the grievances. This procedure is an important part of healthy industrial relations. Grievance is quite common in all the organisations. It depends upon the management of the organisation how it takes or deals with the grievance, if the grievance is not addressed properly, it leads for further consequences, it may be experienced in the form of dissatisfied employees, lower productivity, and increase in errors or accidents.

The study shows that the present grievance handling mechanism in AP Paper Mills Limited, Rajahmundry, East Godavari District is satisfactory. Still, some of the employees expressed their dissatisfaction about the grievance mechanism, due to factors such as salary, work schedule, leave process. So, it is important for the management to improve on the above-mentioned factors. This will reduce the dissatisfaction among employees. The lesser grievance shows the higher satisfaction, highly satisfied employees mean higher productivity.

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