

A Study on The Effectiveness of Grievance Redressal Committee In Resolving Grievance At Ramsays Corporation Private Ltd

M. Monica¹, Dr. R. Sivakumar²

¹Dept of Management Studies

² Associate. Professor, Dept of Management Studies

^{1,2} Sri Manakula Vinayagar Engineering College (Autonomous), Puducherry

Abstract- *The study titled “A Study on the Effectiveness of Grievance Redressal Committee in Resolving Grievances at Ramsays Corporation Private Limited” examines the efficiency, transparency, and responsiveness of the organization’s grievance redressal mechanism. The primary objective is to evaluate how effectively the committee addresses employee grievances and fosters a harmonious work environment. Primary data were collected using structured questionnaires administered to employees across various departments, while secondary data were obtained from company documents, policy manuals, and official records. Statistical tools such as Chi-square, ANOVA, and regression analysis were employed to assess the relationship between the effectiveness of the grievance redressal system and employee satisfaction. The findings indicate that communication quality, procedural transparency, fairness in decision-making, and promptness of action significantly influence employees’ trust in the committee*

Keywords- Workplace Grievances, Transparency, Procedural Fairness, Employee Morale, Conflict Resolution, HR Practices, Ramsays Corporation Private Limited, Timely Action, Employee Participation, Regression Analysis, Chi-square, ANOVA.

I. INTRODUCTION

In the current competitive and rapidly changing business environment, human resources represent one of the most critical assets of any organization. The efficiency, satisfaction, and overall well-being of employees significantly influence organizational success and long-term sustainability. Despite efforts to maintain a positive and productive work culture, employees may experience concerns, dissatisfaction, or conflicts arising from workplace conditions, policies, managerial practices, or interpersonal relationships. These concerns, expressed formally or informally, are collectively known as grievances. A grievance can be defined as any perceived injustice or dissatisfaction that an employee encounters within the organizational setting. If left

unaddressed, such grievances may escalate into disputes, reduced morale, increased absenteeism, or even legal complications, thereby affecting organizational productivity and reputation.

Objectives of the study

1. To study the effectiveness of grievance redressal committee in resolving employee issues at Ramsays corporation private limited
2. To know about the existing procedure of grievance redressal committee among the employees
3. To access the employee awareness and understanding about the grievance redressal committee
4. To know the opinion about grievance redressal committee in handling the issues of employees.
5. To identify the satisfaction level of employees towards the grievance redressal committee.

II. REVIEW OF LITERATURE

Rupali Dilip Taru (2020) identified wages and salary, working environment, promotions, transfers, lack of communication, and interdepartmental relationships as the major factors contributing to employee grievances. The study also examined the overall satisfaction levels within the organization.

Jane W. Mubezi (2020) focused on identifying the key causes of employee grievances, the decision-making styles adopted at departmental levels, and employees’ perceptions of how effectively management addresses their concerns.

Onyebuchi (2020) emphasized the significance of collective bargaining as an essential grievance management tool that fosters harmonious labor–management relations. The study highlighted that effective grievance handling contributes to organizational profitability, enhanced market share, and long-term survival.

Elbaz et al. (2020) explored the relationship between grievance-handling styles and job satisfaction in Egyptian hotels and travel agencies. The authors discovered that various configurations of grievance handling were strongly associated with higher levels of job satisfaction.

Mohammad Bin Amin (2020) examined the most appropriate grievance handling styles for managing industrial disputes and identified several factors influencing the grievance resolution process. The study suggested the inclusion of mediating variables, such as cultural intelligence, in future research on grievance management.

Hyo Sun Jung (2020) discussed the implications of conflict management practices in the hospitality industry and provided insights into limitations and directions for future research.

Islam and Rimi (2021) analyzed the challenges faced by banking organizations and the conflict management strategies adopted by private commercial banks in Bangladesh. The study incorporated multiple conflict-handling models to understand organizational responses to disputes.

Geetika et al. (2021) evaluated a case study organization's grievance-handling process by comparing it with established models. Worker satisfaction was analyzed as a subjective variable, and qualitative assessments were made based on factors such as time and stakeholder involvement.

Obasan (2021) identified perception and value conflicts as the primary sources of disputes within organizations. Issues related to remuneration and employee welfare were prominent, and managers were found to adopt compromising, problem-solving, and controlling strategies to resolve conflicts.

Cole (2022) discussed various management policies related to employee grievances and highlighted the benefits and challenges associated with implementing grievance redressal procedures. The study also examined practical barriers to effective policy execution.

Waheeda Khan et al. (2022) explored the roles of personalities and gender in determining conflict management approaches. The study provided insights into how individuals involved in disputes respond and resolve conflict situations.

Anju Thomas (2022) highlighted the importance of developing viable and adoptable policies and procedures for grievance and harassment redressal mechanisms.

Recommendations were provided for enhancing the effectiveness of Sexual Harassment Redress Forums.

Gupta and Shukla (2022) examined employee engagement and the factors influencing grievance levels within organizations. The study linked grievance issues to variations in productivity and overall organizational performance.

K. Naga Sumalatha (2023) investigated the effectiveness of grievance-handling procedures and employee satisfaction levels. The study emphasized the strategic approaches organizations must adopt to ensure strong employee engagement.

Richard B. Peterson and David Lewin (2023) focused on key challenges faced by HR and labor relations executives. The research reviewed contributions from psychology, sociology, economics, and labor relations to provide a comprehensive understanding of contemporary grievance issues.

Monish P (2023) analyzed existing grievance management strategies, such as root-cause analysis and quality circles. The findings revealed that these techniques significantly improved workplace justice and employee satisfaction.

Valerie LaCour Francois (2023) found that perception and value conflicts were major sources of workplace disputes. Issues related to employee remuneration and welfare were significant, and management commonly used compromise, problem-solving, and control strategies to address conflicts.

Deshpande and Shishir (2023) conducted a study on customer protection and grievance redressal systems in the banking industry. The research focused on customer awareness of grievance procedures and their understanding of the stages involved.

SubhashChander (2023) examined the barriers within grievance redressal mechanisms across various states in India. The study also assessed the impact of grievance systems and proposed improvements for better implementation.

Harris (2023) studied the relationship between leadership behavior and group dynamics, including labor grievances and employee turnover. The results highlighted interaction effects between different leadership styles, such as consideration and structure.

Dr. Prasanna Sivanandam and Ms. Shubhee Chaturvedi (2023) identified the components of effective grievance procedures and examined the factors linking grievance handling to employee engagement and organizational performance. The study emphasized the role of grievance mechanisms in fostering healthy workplace relationships.

III. RESEARCH METHODOLOGY

Research Design:

This study uses a descriptive research design.

Data Collection:

Primary Data - It refers to the firsthand information collected directly from respondents through surveys, interviews, or observations for a specific research purpose. Primary data was collected from the employees of Ramsays corporation private limited by using a structured Questionnaire.

Secondary Data - It refers to information that has already been collected, compiled, and published by others, such as books, journals, government reports, or company records. Secondary data was collected from journals, Books, and Magazines, previous thesis work and from company profiles.

Sampling Method:

- Population: Total Employees-420
- Sample Size: Employees-201

Statistical Tools:

- Chi-Square Test
- One-Way Anova

IV. DATA ANALYSIS AND INTERPRETATION

4.1 Chi-Square Test

Aim: To analyse the significance association between employee's years of experience and their awareness or preference toward the grievance handling mechanisms practiced in the organization.

Hypothesis:

Null Hypothesis: There is **no significant association** between the years of experience of employees and the grievance handling mechanism practiced by the organization.

Alternative Hypothesis: There is a **significant association** between the years of experience of employees and the grievance handling mechanism practiced by the organization.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	59.006 ^a	16	.000
Likelihood Ratio	56.819	16	.000
Linear-by-Linear Association	1.282	1	.258
N of Valid Cases	201		
a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is 1.19.			

Interpretation:

The Chi-Square test ($\chi^2 = 59.006$, $p < 0.05$) shows a significant association between years of experience and the grievance handling mechanism used. Employees with 1–6 years of experience mostly rely on the suggestion box and open-door policy, while senior employees (7+ years) prefer opinion surveys and suggestion boxes. Thus, experience influences the choice of grievance redressal mechanism.

4.2 One-Way Anova

Aim: To examine whether there is a significant difference in employees' opinions about the fairness and impartiality of the Grievance Redressal Committee in handling employee issues across different groups of respondents.

Hypothesis:

Null Hypothesis: There is **no significant difference** in the opinion of employees regarding the fairness and impartiality of the Grievance Redressal Committee in handling grievances across different groups of respondents.

Alternative Hypothesis: There is a **significant difference** in the opinion of employees regarding the fairness and impartiality of the Grievance Redressal Committee in handling grievances across different groups of respondents.

ONE WAY ANOVA

Fairness and impartiality in grievance handling					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	30.818	4	7.705	3.682	.006
Within Groups	410.087	196	2.092		
Total	440.905	200			

Interpretation:

The ANOVA test result ($F = 3.682, p = 0.006 < 0.05$) indicates that there is a statistically significant difference in the perception of fairness and impartiality in grievance handling among the different groups of respondents. This means respondents do not all share the same opinion, and their views vary significantly across groups.

V. FINDINGS, SUGGESTIONS, CONCLUSION

Findings:

The Chi-Square test ($\chi^2 = 59.006, p < 0.05$) confirms a significant association between employees' years of experience and the grievance handling mechanism they utilize. Employees with 1–6 years of experience predominantly rely on the suggestion box and open-door policy, reflecting a preference for accessible and informal channels. Conversely, employees with 7 or more years of experience tend to prefer opinion surveys along with the suggestion box, indicating a greater inclination toward structured and documented grievance mechanisms. These results suggest that experience level strongly influences the choice of grievance redressal method within the organization.

The ANOVA test ($F = 3.682, p = 0.006 < 0.05$) reveals a significant difference in employees' perceptions of fairness and impartiality in the grievance handling process. This indicates that respondents from different groups do not share a uniform view regarding the committee's fairness; instead, their opinions vary considerably. The findings highlight the need for more consistent communication, transparency, and standardized procedures to ensure equitable perceptions of the grievance redressal system across all employee categories.

Suggestions:

Strengthen Transparency and Documentation
The organization should improve the transparency of the

grievance redressal process by maintaining clear documentation at every stage. This will enhance employee trust and provide greater clarity on how grievances are evaluated and resolved. Enhance Employee Awareness and Familiarity

Regular internal communication, orientation programmes, and awareness campaigns should be conducted to improve employees' understanding of the Grievance Redressal Committee, its structure, and its functions. Training and Skill Development for Committee Members of the Grievance Redressal Committee should receive periodic training to improve their decision-making, conflict resolution, and communication skills. Establish Clear Timelines and Monitoring Systems The organization should set predefined timelines for each stage of the grievance handling process and implement monitoring mechanisms to ensure timely action.

Conclusion:

The present study examined the effectiveness of the Grievance Redressal Committee at Ramsays Corporation Private Limited and explored employee awareness, perceptions, and satisfaction with the existing grievance handling practices. The findings indicate that grievance redressal continues to play a crucial role in maintaining organizational harmony, employee trust, and workplace justice. The results of the Chi-Square test revealed a significant association between employees' years of experience and their preferred grievance handling mechanism, suggesting that grievance channels must be tailored to suit the needs of different employee groups. Similarly, the ANOVA analysis showed significant variations in perceptions of fairness and impartiality, highlighting the need for a more consistent, transparent, and equitable grievance process.

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