

A STUDY ON EMPLOYEE-CENTRIC GRIEVANCE HANDLING MECHANISMS IN THE IT INDUSTRY SPECIAL PREFERENCE WITH COIMBATORE CITY

NAVEEN KUMAR . S ¹, MR. SHANMUGA PRABHU. J, BSC., MBA., (PHD)²

¹MBA Student, Department of Management Studies,
VLB Janakiammal College of Arts and Science, Coimbatore ²Assistant Professor, Department of Management
Studies,
VLB Janakiammal College of Arts and Science, Coimbatore

ABSTRACT

Employee grievances are common in the Information Technology (IT) industry due to work pressure, deadlines, and organizational dynamics. An effective grievance handling mechanism is essential for maintaining employee satisfaction and organizational harmony. This study focuses on analyzing employees' awareness, experiences, and perceptions of grievance handling mechanisms in IT organizations using **percentage analysis and chi-square analysis**. Primary data were collected from 161 IT employees through a structured questionnaire, supported by secondary sources such as journals and books. The findings highlight significant associations between selected demographic variables and grievance-related factors, providing insights for improving grievance redressal systems.

Keywords: Grievance handling, IT industry, percentage analysis, chi-square test, employee satisfaction

INTRODUCTION

The IT industry is one of the fastest-growing sectors and relies heavily on skilled human resources. Employees in this sector often face stress due to workload, performance targets, and long working hours, which may result in grievances. Grievances, if not addressed properly, can negatively affect employee morale, productivity, and retention. Hence, a transparent and effective grievance handling mechanism is crucial. This study examines grievance handling mechanisms in IT organizations with special emphasis on percentage analysis and chi-square testing.

RESEARCH BACKGROUND

Although many IT companies have formal grievance redressal systems, employees may not fully utilize them due to lack of awareness, fear of retaliation, or dissatisfaction with outcomes. Understanding employee perceptions and identifying associations between demographic factors and grievance handling variables can help organizations improve HR practices.

OBJECTIVES OF THE STUDY

- To study the demographic profile of IT employees using percentage analysis.
- To examine employees' awareness and experience of grievance handling mechanisms.
- To identify associations between demographic variables and grievance handling factors using chi-square analysis.

SCOPE OF THE STUDY

The study is confined to IT and IT-enabled services companies and focuses only on employee perceptions of grievance handling mechanisms. The analysis is limited to percentage and chi-square techniques.

LIMITATIONS OF THE STUDY

- Limited sample size of 161 respondents.
- Study is restricted to selected IT organizations.
- Responses are based on personal perceptions of employees.

RESEARCH METHODOLOGY

The study follows a descriptive research design to analyze employee perceptions of grievance handling mechanisms.

SAMPLING PLAN

- **Sample Size:** 161 respondents
- **Population:** Employees working in IT and ITeS companies

SAMPLING TECHNIQUE

Stratified random sampling was adopted to ensure representation of employees from different age groups, genders, and job roles.

METHOD OF DATA COLLECTION

- **Primary Data:** Collected through a structured questionnaire.
- **Secondary Data:** Collected from journals, books, reports, and websites.

STATISTICAL TOOLS USED

- Percentage Analysis
- Chi-Square Test

Percentage Analysis

- Percentage analysis is a statistical tool used to analyze and interpret the data collected from respondents. It helps in understanding the distribution of responses and comparing different categories in a simple and meaningful manner.

The formula used for percentage analysis is:

$$\text{Percentage} = \frac{\text{Total Number of Respondents}}{\text{Number of Respondents}} \times 100$$

Chi-Square Test

- Chi-square test is used to determine whether there is a **significant association between two variables**. It compares the observed frequency with the expected frequency under the null hypothesis.
- The null hypothesis states that **there is no significant relationship between humorous behavior and employee work engagement**.

The formula for chi-square is:

$$\chi^2 = \frac{(O-E)^2}{E}$$

PERCENTAGE ANALYSIS

Percentage analysis was used to study the demographic profile and grievance-related responses of employees.

Gender: The majority of respondents (51.6%) are male, while 48.4% are female.

Age: Most respondents (60.2%) belong to the 25–35 years age group.

Experience: A majority (47.2%) have 3–5 years of experience in the IT industry.

Awareness of Grievance Handling System: Most respondents (77.6%) reported that their organization has a grievance handling mechanism.

Type of Grievance Faced: Salary-related issues (31.7%) and conflicts with colleagues (24.8%) were the most common grievances.

CHI – SQUARE ANALYSIS

CHI – SQUARE ANALYSIS BETWEEN AGE AND THE AWARENESS OF GRIEVANCE HANDLING IN COMPANY.

Null Hypothesis:

H₀ : There is no association between age and the awareness of grievance handling in company

Alternative Hypothesis:

H₀¹ : There is association between age and the awareness of grievance handling in company

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.827 ^a	2	0.020
Likelihood Ratio	7.035	2	.030
Linear-by-Linear Association	.094	1	.759
N of Valid Cases	161		

INTERPRETATION :

The Chi-square test shows that the Pearson Chi-square significance value is **0.020**. When we compare it with the p-value (0.05), our calculated value is **less than** the p-value ($0.020 < 0.05$). Therefore, we **reject the null hypothesis (H_0)** and **accept the alternative hypothesis (H_1)**. Hence, there is a **significant association** between the two variables under study.

CHI – SQUARE ANALYSIS BETWEEN GENDER AND THE AWARENESS OF GRIEVANCE HANDLING IN COMPANY.

Null Hypothesis:

H_0 : There is no association between gender and the awareness of grievance handling in company

Alternative Hypothesis:

H_0^1 : There is association between gender and the awareness of grievance handling in company

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.977 ^a	1	0.084
Continuity Correction ^b	2.360	1	.124
Likelihood Ratio	2.992	1	.084
Linear-by-Linear Association	2.959	1	.085
N of Valid Cases	161		

INTERPRETATION :

The Chi-square test shows that the Pearson Chi-square significance value is **0.084**. When we compare it with the p-value (0.05), our calculated value is **greater than** the p-value ($0.084 > 0.05$). Therefore, we **accept the null hypothesis (H_0)** and **reject the alternative hypothesis (H_1)**. Hence, there is **no significant association** between the two variables under study.

FINDINGS

- Majority of employees are aware of grievance handling mechanisms.
- Salary and workload-related grievances are most common.
- Age has a significant association with awareness and type of grievance faced.
- Gender does not significantly influence grievance awareness or grievance type.

SUGGESTIONS

- The organization should conduct training and development programs **more frequently** to keep employees updated with emerging technologies and industry practices.
- Training programs should be **customized according to job roles and experience levels** to improve relevance and effectiveness.
- Since workload and timing affect training attendance for **71.6% of employees**, organizations should introduce **flexible training schedules** and online learning options.
- Management should actively **encourage employee participation** and recognize those who complete training programs successfully.

- Post-training evaluation and feedback mechanisms should be implemented to assess the **effectiveness of training programs.**

CONCLUSION

The study concludes that grievance handling mechanisms play an important role in employee satisfaction in the IT industry. Percentage analysis reveals that most employees are aware of grievance systems, while chi-square analysis shows that age influences grievance-related perceptions more than gender. Organizations should focus on increasing awareness and ensuring fair and timely grievance resolution to enhance employee trust and organizational effectiveness.

REVIEW OF LITERATURE

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