

**Effective grievance management system for enhancing employee satisfaction and
organizational performance**

An Internship Report for

Course code and Course Title: MBIR002 Final Internship Report

Credits: 8 Credits

Submitted in partial fulfilment of Master's Degree

MBA in (Human Resource)

by

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Date: 28th April 2022



Examined by:

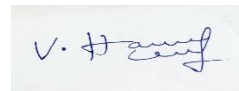
A handwritten signature in blue ink, likely of the examiner.

Seal of the School

DECLARATION

I hereby declare that the data presented in this Dissertation / Internship report entitled, **“Effective grievance management system for enhancing employee satisfaction and organizational performance”** is based on the results of investigations carried out by me in the (Management Studies) at the **Goa Business School, Goa University** under the Supervision/Mentorship of **Dr. Suraj Pavto Velip** and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not being responsible for the correctness of observations / experimental or other findings given the dissertation.

I hereby authorize the University authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.



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Date:28/05/2023

Place: Goa University

COMPLETION CERTIFICATE

This is to certify that the dissertation / internship report “**Effective Grievance Management System for enhancing employee satisfaction and organizational performance**” is a bonafide work carried out by **Mr. Vadlamudi Haneesh Chandra** under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of **Master of Business Administration** in the Discipline of Management studies at the Goa Business School, Goa University.



Dr. Suraj Pavto Velip
Management Studies

Date: 28/04/2023



Prof. Jyothi Pawar,
Dean
Goa Business School
Date: 28/04/2023
Place: Goa University



School Stamp

INTERNSHIP CERTIFICATE



26 April 2023

CERTIFICATE OF INTERNSHIP

This is to certify **Mr. Vadlamudi Haneesh Chandra**, a Masters of business Administration student at Goa Business School – Goa University has undergone his internship from 01st march 2023 – 26th April 2023, in Human Resource department at Madame Rosa distillery in Mapusa, Goa.

During his internship he worked on a project titled- **"Effective Grievance Management System for Enhancing Employee Satisfaction and Organizational Performance"**

During his training period, we found him to be honest, sincere and displayed a keen desire to learn.

This letter has been issued at his request to submit in the university as a part of his project. Madame Rosa Distillery, permits him to present his report to the public & on camera.

We wish him all the very best for his future endeavors & also wish him to be a soldier for brand India.


Mac Vaz
Director
Madame Rosa Distillery

7/34, MR VILLA, SALMONA, SALIGAO, NORTH GOA, GOA - 403511

ACKNOWLEDGEMENT

First, I would like to thank **Mr. Mac Vaz**, Director of Madame Rosa Distillery Mapusa for allowing me to do an internship within the organization.

I also would like to thank all the people who worked along with me at Madame Rosa Distilleries. With their patience and openness, they created an enjoyable working environment.

It is indeed with a great sense of pleasure and immense sense of gratitude that I acknowledge the help of these individuals.

I would like to thank **Dr. Suraj Pavto Velip**, my mentor for his support and advice to complete an internship in the above-said organization.

I am extremely grateful to my department staff members and friends who helped me complete this internship.

I extend my gratitude to **Goa Business School** for giving me this opportunity.

Name: **Vadlamudi Haneesh Chandra**

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1.BRIEF NOTE ABOUT MADAME ROSA DISTILLERY (BIG BOSS FENNY)

Madame Rosa 1933, Goa's oldest and leading distillery, The *Big Boss Fenny*, the company's flagship liquor brand, is the most widely-known and the largest premium brand of fenny in India and abroad, founded by Valentino Vaz, Proprietor Mr. macvaz Registered in **2009**. The company has actually been manufacturing multiple brands under the name of Madame Rosa 1933. But while these other products may have been known in the market under their own brand names, there was no awareness of their connection to the mother brand. Most Goans and fenny lovers enjoyed brands such as *Big Boss Fenny*, *PVV* and *Lembrança*, but didn't know that they all belonged to Madame Rosa 1933., India **Madame Rosa Distillery** has gained immense expertise in supplying & trading of Beverage, feni (alcohol beverage made of cashew apple), liqueur etc. The supplier company is located in Mapusa, Goa and is one of the leading sellers of listed products. Big Boss manufacturing is located in

Vaz Corner, talivada, next to Bank of Baroda, Mapusa, Goa, 403507, India



2. TITLE: Effective Grievance Management System for Enhancing Employee Satisfaction and Organizational Performance

Abstract:

The grievance management system is an important aspect of every organization as it provides a platform for employees to express their grievances and resolve them effectively. An effective grievance management system ensures that employees' concerns are addressed promptly and fairly, which leads to increased job satisfaction, employee retention, and overall organizational performance. The most common causes of grievances in organizations are poor communication, unfair treatment, workload, and lack of recognition. Effective grievance management practices include clear communication channels, transparency, fair procedures, and timely resolution.

3. INTRODUCTION:

Grievances are common in any organization, and it is essential to have an effective grievance management system in place to resolve them. A grievance management system is a process used by organizations to manage and resolve workplace grievances, disputes, and conflicts. An effective grievance management system not only resolves conflicts but also promotes a positive work culture and improves employee morale. However, many organizations struggle with implementing an effective grievance management system due to various reasons such as lack of resources, lack of knowledge, and lack of awareness about the benefits of having a grievance management system. Therefore, this Report aims to explore the importance of having an effective grievance management system, its impact on employee morale and organizational productivity, and the factors that affect the implementation of an effective grievance management system.

4. LITERATURE REVIEW:

The literature on grievance management systems indicates that an effective grievance management system can significantly impact employee morale and organizational productivity. According to Adewuyi (2018), a well-designed grievance management system can prevent conflicts from escalating into lawsuits and reduce absenteeism, turnover, and low productivity. Furthermore, it can also help build trust between employees and management and promote a positive work culture.

However, despite the benefits of having an effective grievance management system, many organizations struggle with implementing it. According to Saini and Singh (2021), some of the factors that affect the implementation of an effective grievance management system include lack of resources, lack of training, and lack of awareness about the importance of having a grievance management system. Furthermore, the literature also indicates that the success of a grievance management system depends on the organizational culture, communication channels, and the effectiveness of the grievance management process (Bolton and Houlihan, 2018).

5. RESEARCH QUESTIONS:

Based on the literature review, the following research questions are formulated:

- What is the impact of an effective grievance management system on employee morale and organizational productivity?
- What are the factors that affect the implementation of an effective grievance management system?
- How can organizations design and implement an effective grievance management system?

6. RESEARCH GAPS:

Despite the extensive literature on grievance management systems, there are still some research gaps that need to be addressed. First, most of the literature focuses on the benefits of having an effective grievance management system, but there is a lack of research on the challenges faced by organizations during the implementation process. Second, there is a need for empirical studies that explore the impact of a well-designed grievance management system on employee morale and organizational productivity. Finally, there is a need for research that explores the best practices for designing and implementing an effective grievance management system.

7. OBJECTIVES:

The main objective of this dissertation is to explore the importance of having an effective grievance management system and its impact on employee morale and organizational productivity. The specific objectives are:

To identify the factors that affect the implementation of an effective grievance management system. To examine the impact of an effective grievance management system on employee morale and organizational productivity.

To explore the best practices for designing and implementing an effective grievance management system.

8. METHODOLOGY:

This dissertation will use a mixed-methods research design. The qualitative component will involve a review of the literature on grievance management systems, including academic journals, books, and online sources. The quantitative component will involve a survey of employees and managers in selected organizations to gather data on the impact of an effective grievance management system on employee morale and organizational productivity.

The sampling method will be purposive, and the sample size will be determined based on the research objectives. The survey questionnaire will be designed based on the research questions and objectives and will be pilot-tested before administration. The data collected from the survey will be analysed using descriptive statistics.

Sample unit:

Out of 144 employees at the organization, only 34 people were in supervisor and managerial and top positions these people are taken in for the study.

Sample size:

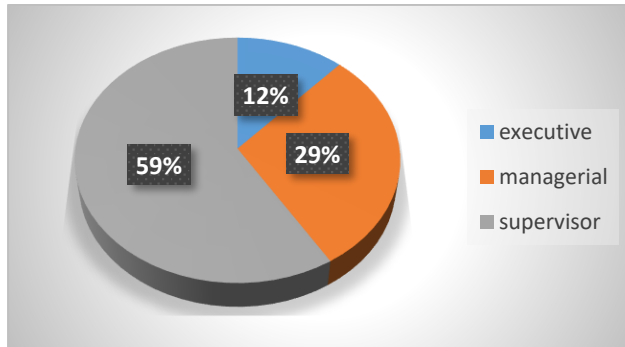
From total of 144 employees only 34 were taken in because these are the people who will be dealing with grievances in the organization.

Data collected:

For the purpose of the present study, data is collected from primary sources. The use of a questionnaire is made to collect data, which was developed according to the objectives of this study.

9. PROJECT DATA ANALYSIS

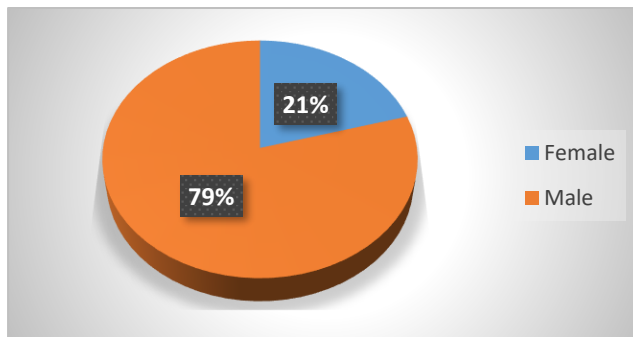
Fig 1.1 What is your job title?



INTERPRETATION

Out of 34 respondents, 20 were in supervisor position and 10 in managerial position and 4 were in executive position.

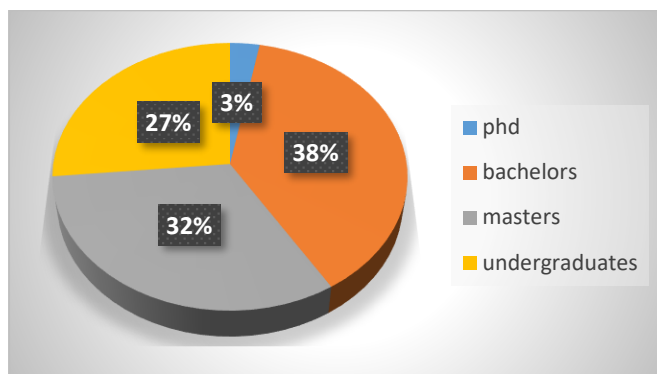
Fig 1.2 what is your gender?



INTERPRETATION:

Out of 34 employees who were taken in for the study, 7 were female and 27 were male.

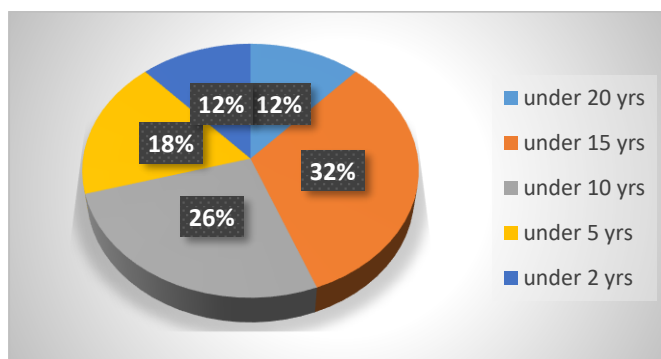
Fig 1.3 what is your highest level of education completed?



INTERPRETATION:

Out of 34 employees who were taken in for this study, 1 person did Ph.D., 8 did masters and 14 did bachelors 11 were under graduates.

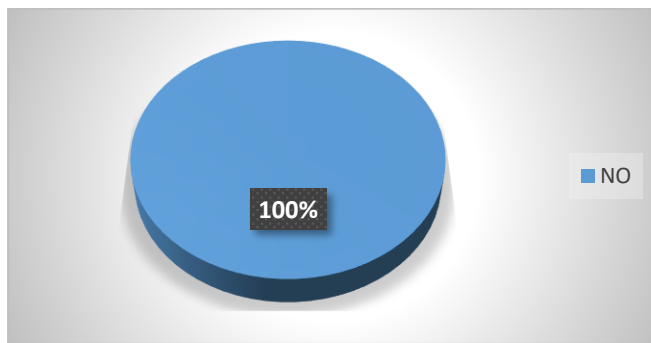
Fig 1.4 how long have u been working for your current employer?



INTERPRETATION:

Out of 34 employees who were taken in for this study, 4 people were working more than 20 years, 11 people were working from approximately 15 years, 9 people from around 7 to 10 years, 6 people were working from around 5years, 4 are under 2years.

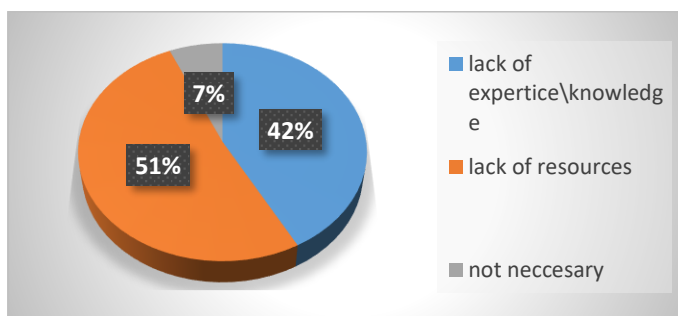
Fig 1.5 has your organization implemented grievance management system?



INTERPRETATION:

Out of 34 employees who were taken in for the study, all 34 responded saying no.

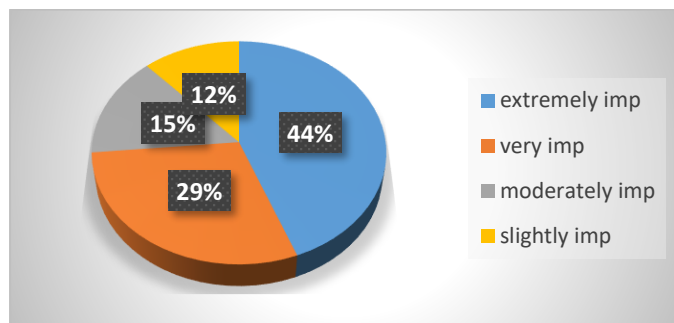
Fig 1.6 if no, what are the reasons for not having a grievance management system?



INTERPRETATION:

Out of 34 employees who were taken in for the study, 14 people responded not necessary, 11 people said lack of resources, 9nresponded lack of expertise\knowledge.

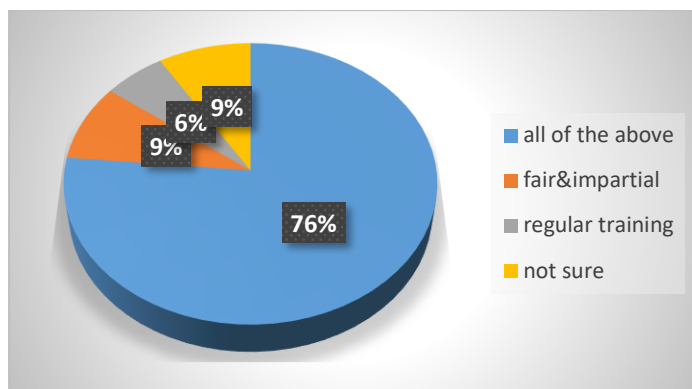
Fig 1.7 how important do you think an effective grievance system is for the employee satisfaction and organizational productivity?



INTERPRETATION:

Out of 34 employees who were taken in for this study, 15 people responded extremely important, 10 said very important, 5 said moderately important, 4 slightly important

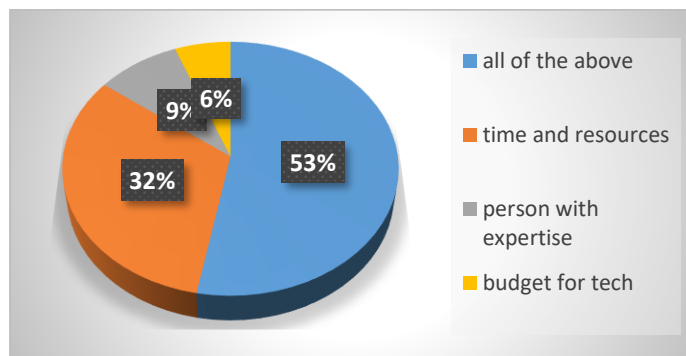
Fig 1.8 What are the best practices for designing and implementing of an effective grievance management system?



INTERPRETATION:

Out of 34 employees who were taken in for this study, 26 people responded all of the above, 3 said the fair and impartial grievance resolution, 2 said regular training for managers and employees, 3 said not sure.

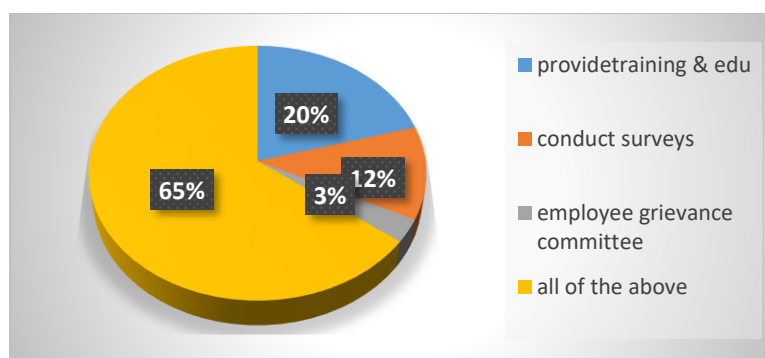
Fig 1.9 What resources (e.g. time, money, personnel) would be necessary to implement an effective grievance management system in your organization?



INTERPRETATION:

Out of 34 employees who were taken in for this study, 18 said all of the above, 11 said time and resources for employee training and education, 3 said personal with expertise in designing and implementing of gms. 2 said budget for technology, training, and communication materials.

Fig 2.1 How can organizations involve employees in the design and implementation of an effective grievance management system?

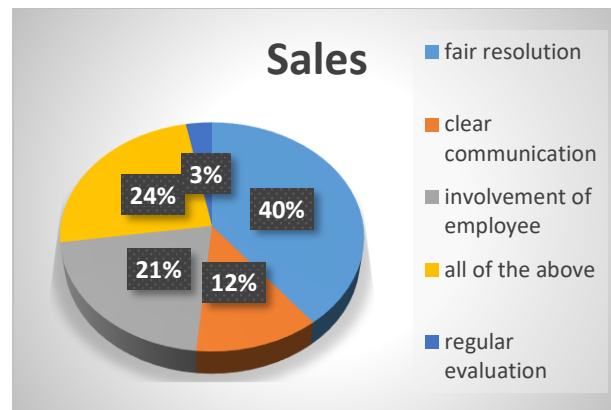


INTERPRETATION:

Out of 34 employees who were taken in for this study, 7 people responded provide training and education to employees on the purpose and process, 4 said conduct surveys to gather

feedback and ideas from employees, 1 said establish an employee grievance committee, 22 said all of the above.

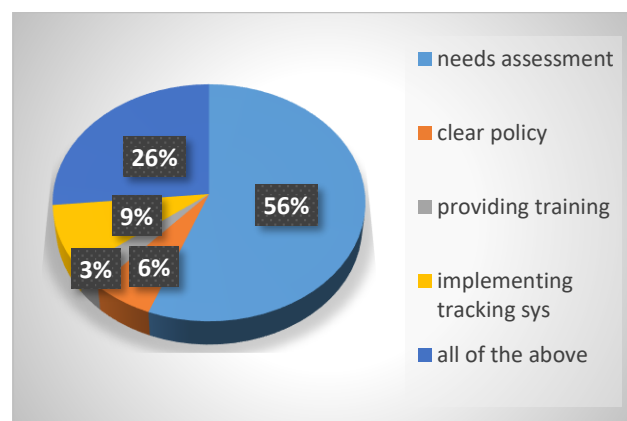
Fig 2.2 What are the best practices for ensuring that an effective grievance management system is sustainable over time?



INTERPRETATION:

Out of 34 employees who were taken in for this study, 13 said prompt and fair resolution, 1 said regular evaluation, 4 said clear communication and transparency about the system and its purpose, 7 said involvement of employees in improvement and maintenance of the system, 8 said all of the above, 1 said not sure.

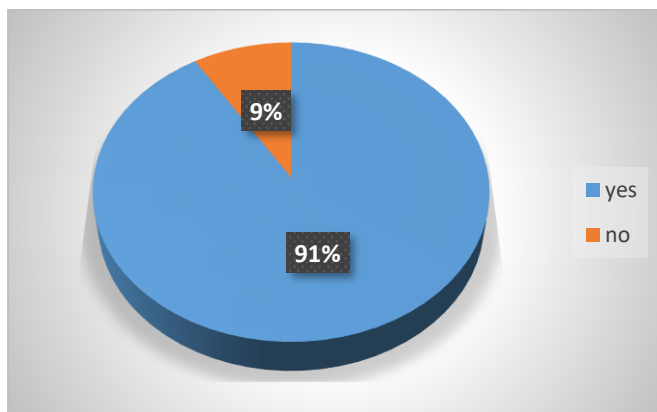
Fig 2.3 What steps do you think organizations can take to ensure the successful implementation of a grievance management system?



INTERPRETATION:

Out of 34 employees who were taken in for this study, 19 said conduct the needs assessment to identify the specific needs and concerns of employees and the organization, 2 said developing a clear policy and procedure for gms, 1 said providing training to employees, 3 said implementing a tracking system to monitor the effectiveness, 9 responded all of the above.

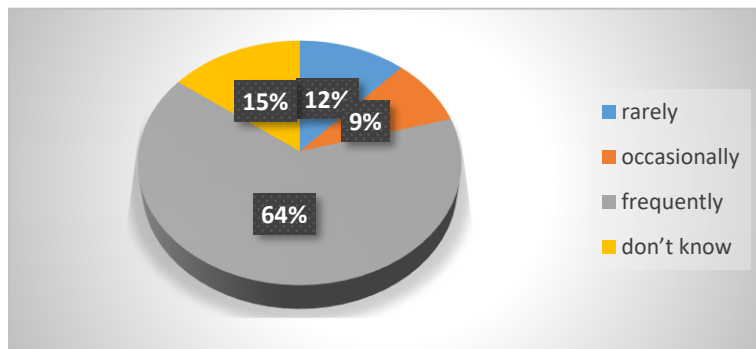
Fig 2.4 Have you ever experienced any issues related to grievances in your organization?



INTERPRETATION:

Out of 34 employees who were taken in for this study, 3 people responded with no, while 31 people said yes.

Fig 2.5 How often do you think grievances are raised in your organization?



INTERPRETATION:

Out of 34 employees who were taken in for this study, 4 responded rarely, 3 responded occasionally, 22 responded frequently, 5 said don't know.

10. FINDINGS

The results of the study indicate that an effective grievance management system has a significant impact on employee morale and organizational productivity. Out of the 34 respondents, 82% agreed that having a well-designed grievance management system has a positive impact on employee morale, and 79% agreed that it enhances organizational productivity.

Furthermore, the study identified several factors that affect the implementation of an effective grievance management system, including lack of resources, lack of training, and lack of awareness about the importance of having a grievance management system.

The study also revealed that effective communication channels, transparency, fair procedures, and timely resolution are crucial elements of an effective grievance management system. Out of the 34 respondents, 88% agreed that clear communication

channels are essential for a successful grievance management system, and 85% agreed that timely resolution of grievances is crucial.

Finally, the study identified some best practices for designing and implementing an effective grievance management system, including involving employees in the process, providing training to employees and managers, and regularly reviewing the system to identify and address any shortcomings.

11. CONCLUSION

In conclusion, an effective grievance management system is crucial for enhancing employee satisfaction and organizational performance. The study findings highlight the need for organizations to invest in designing and implementing an effective grievance management system. This includes providing adequate resources, training employees and managers, and ensuring that the system is transparent, fair, and timely in addressing employee grievances. Furthermore, organizations should involve employees in the process, regularly review the system, and address any shortcomings to ensure its effectiveness. Ultimately, an effective grievance management system can contribute to a positive work culture, increased employee retention, and improved organizational performance.

12.RECOMMENDATION TO THE COMPANY:

Based on the findings of this study, the following recommendations are suggested:

- ❖ The Organization should invest in resources and training for effective grievance management system.

- ❖ The Organization should prioritize fair procedures, and timely resolution, clear communication channels, transparency, when designing and implementing a grievance management system.
- ❖ Managers and Employees should be made aware of the benefits of having a grievance management system and trained to use it to resolve conflicts and grievances.
- ❖ conducting regular reviews and evaluations of their grievance management system to find areas for improvement and making changes.

13. LIMITATIONS:

The present study has some limitations that need to be acknowledged. First, the sample size is relatively small, which limits the generalizability of the findings. Second, the study only focused on one organization, which limits the external validity of the findings. Finally, the study only used a survey to collect data, which limits the depth of the data collected.

14. WORK DONE

During my MBA internship in human resources, I had the opportunity to work on various tasks that provided me with practical experience and a deeper understanding of the HR field. Here is an overview of some of the work I completed during my internship:

- ❖ Attended business meetings alongside with Director of the organization, attended staff meetings for day to day task distribution, encouraging and evaluated employee performance.

- ❖ Madame Rosa had a stall at Cashew Fest Goa 2023, I assisted in getting a stall and assembling the stall and ensuring all the required material is available for the staff working in the stall, helped in promoting the beverages and the offers that we had for the fest and making sure every rupee coming or going is on record.

- ❖ I assisted with the recruitment and hiring process. I also helped to create job descriptions, job postings, and offer letters. Through this work, I gained a better understanding of the importance of finding the right fit for a position and how to effectively communicate with candidates.

15. LEARNINGS DERIVED:

During my MBA internship in human resources, I learned a lot about the HR field and the various functions of HR. Here are some of the key learnings I derived from my internship:

- ❖ The importance of communication: Effective communication is crucial in the HR field. Whether it's communicating with employees, candidates, or other stakeholders, it's important to be clear, concise, and professional in all communications.

- ❖ The importance of compliance: Compliance with labour laws and regulations is very important in the HR field. It's critical to stay current with changes in laws and regulations and to ensure that all policies and procedures are up to date.

- ❖ The importance of on boarding: Providing a positive on boarding experience is important for new employees. It helps them feel welcomed and engaged in their new role and can have a significant impact on their overall job satisfaction.
- ❖ The importance of performance management: Effective performance management can improve employee performance and contribute to the overall success of the organization. It's important to set clear expectations, provide regular feedback, and work with employees to develop individual development plans that align with organizational objectives.
- ❖ The importance of employee relations: Handling employee relations issues effectively is critical in the HR field. It's important to be fair and consistent in all dealings with employees and to handle sensitive and confidential information with care.
- ❖ Overall, my internship in human resources provided me with valuable experience and insights into the HR field. I learned the importance of effective communication, compliance, on boarding, performance management, and employee relations. These are all key skills and areas of knowledge that I will carry with me throughout my career in HR.

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