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# AN ANALYTICAL STUDY ON THE EFFECTIVENESS OF GRIEVANCE HANDLING SYSTEMS IN THE CEMENT SECTOR

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**ABSTRACT**
*This study investigates the effectiveness of grievance handling mechanisms in the cement industry of Bagalkote, Karnataka, focusing on employee awareness, accessibility, timeliness, management responsiveness, and satisfaction with grievance outcomes. Using a descriptive research design, data were collected from 100 non-managerial employees through questionnaires and interviews. Findings reveal moderate awareness of grievance procedures, limited training, and communication gaps within organizations. Many employees find the process complicated and lack clarity about whom to approach, leading to low confidence and fear of retaliation. Timeliness and management responsiveness are inconsistent, with delays and limited follow-up reducing trust. The study concludes that enhancing awareness, simplifying processes, improving communication, and training managers in empathetic grievance handling are crucial for building a transparent, fair, and effective grievance redressal system that promotes employee satisfaction and industrial harmony.*

**KEY WORDS:** *Grievance Handling, Employee Satisfaction, Cement Industry, Industrial Relations*

## INTRODUCTION

Grievance handling is a crucial aspect of Human Resource Management (HRM) and industrial relations that ensures fairness, transparency, and harmony in the workplace. Every organization, regardless of its size or nature, brings together individuals with diverse backgrounds, expectations, and values. When these expectations are not met due to misunderstandings, communication gaps, or perceived injustice, grievances arise. A grievance is more than a complaint it represents an employee's dissatisfaction or sense of unfair treatment related to wages, working conditions, promotions, or management behavior. If such issues are ignored, they can lead to low morale, absenteeism, decreased productivity, and even industrial unrest. Therefore, an effective grievance handling mechanism is vital to maintaining a healthy organizational climate.

The grievance handling process provides employees with a structured and formal channel to voice their concerns without fear of retaliation. It demonstrates the organization's commitment to justice and fairness, fostering mutual trust and confidence between management and employees. A transparent and responsive grievance system not only resolves individual issues but also serves as a preventive tool by identifying and addressing systemic weaknesses within the organization. When grievances are handled promptly and impartially, employees feel valued and respected, resulting in increased motivation, engagement, and loyalty.

In the context of the cement industry, grievance handling plays an even more significant role due to the labor-intensive nature of the work, exposure to physical and environmental risks, and hierarchical organizational structures. Workers often face challenges such as safety concerns, wage disparities, long working hours, and limited communication with management. An effective grievance redressal system ensures that these issues are addressed promptly, preventing conflicts and promoting industrial peace.
Overall, grievance handling is not just a procedural requirement but a strategic HR function that strengthens industrial relations, enhances employee satisfaction, and contributes to organizational success. A well-designed grievance mechanism helps build trust, ensures compliance with labor laws, and creates a positive work culture where employees feel secure, motivated, and aligned with the organization's goals.

### Objectives of the Study

1. To assess the level of awareness among employees regarding the existing grievance redressal system.
2. To examine the accessibility and user-friendliness of the grievance redressal process.
3. To evaluate the timeliness and responsiveness of grievance resolution.
4. To analyze employee satisfaction with the grievance outcomes.

### Problem Statement

In industrial settings like the Cement industry of Bagalkote, effective grievance handling is vital for maintaining harmonious employee-employer relations. Despite the existence of formal grievance mechanisms, there may be gaps in awareness, access, or

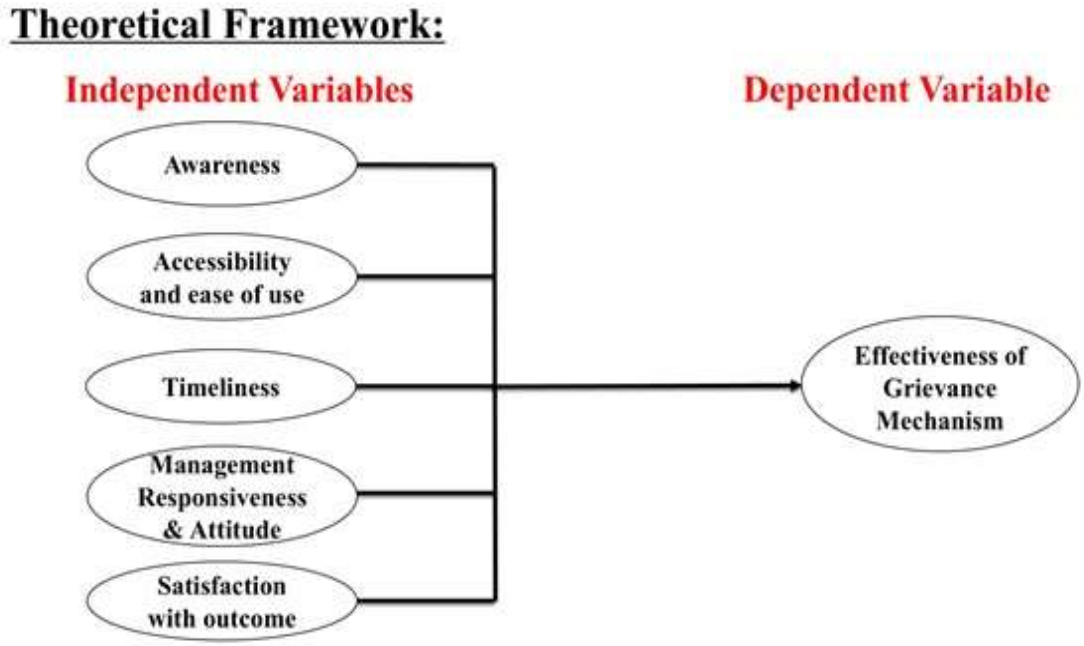
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implementation that affect employee morale and organizational efficiency. The lack of timely and satisfactory grievance redressal may result in conflicts, absenteeism, or high attrition. Therefore, this study aims to evaluate the effectiveness of the grievance mechanism in the cement industry of Bagalkote and identify areas for improvement.

**Research Methodology:**

- **Research Type:** Descriptive Research
- **Data Collection:**
- **Primary Data:** The data is collected through questionnaires and personal interviews with employees of the cement industry.
- **Secondary Data:** The information is collected from research papers and project reports.
- **Data Collection Tool:** Questionnaires
- **Data Analysis Tool:** SPSS, Excel
- **Sample Plan:**
- **Sample Frame:** Cement industries in Bagalkot district.
- **Sample Unit:**
- Shri. Keshav Cements and Infra Ltd. - Lokapur
- JK Cement Works, Muddapur
- Bagalkot Cement & Industries Ltd. (Kanoria Industries Limited)
- **Sample Size:** 100
- **Sampling Technique:** Random Sampling

**Theoretical Framework:**




**Scope of the study**

This study focuses on selected cement industries within the Bagalkote district of Karnataka, encompassing non-managerial employees who are involved in or affected by grievance redressal processes. It aims to examine the level of awareness, accessibility, timely response and satisfaction towards grievance mechanism. To achieve a comprehensive understanding, the study employed both quantitative methods, such as structured surveys, and qualitative approaches, including interviews, to collect and analyze data.

**Limitations of the study**

- The findings are limited to the cement industry in Bagalkote and may not be generalizable to other regions or industries.
- The study relies on self-reported data, which may be subject to bias or hesitation in disclosing sensitive information.

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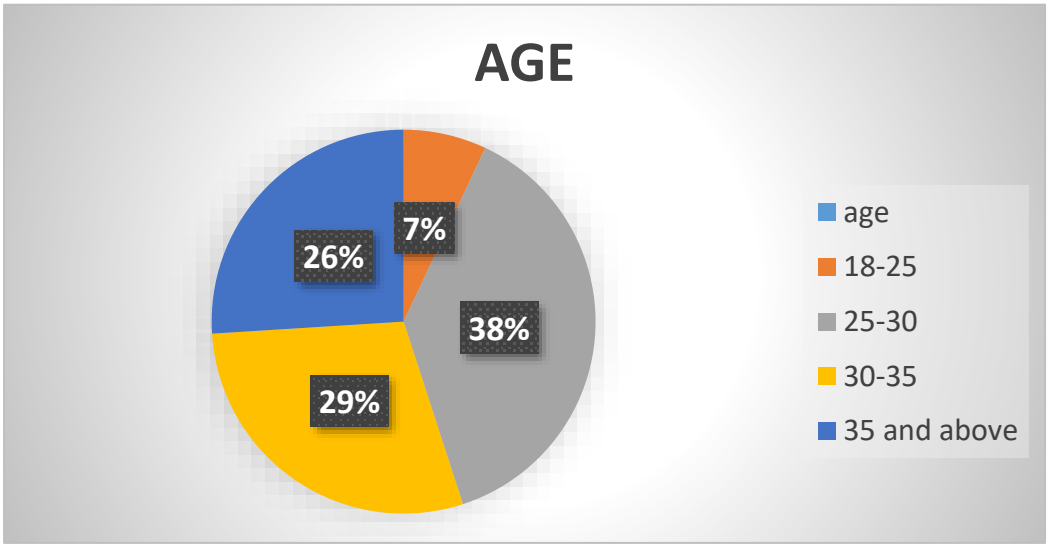
## DATA ANALYSIS AND INTERPRETATION

### Demographic Factors

#### I. Age

Age Group

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 18-25 | 7 | 7 | 7 | 7 |
| | 25-30 | 38 | 38 | 38 | 45 |
| | 30-35 | 29 | 29 | 29 | 74 |
| | 35 and above | 26 | 26 | 26 | 100 |
| | Total | 100 | 100 | 100 | |




**Analysis**

According to the pie chart, 7% of the respondents are aged 18-25, 38% are aged 25-30, 29% are aged 30-35, and 26% are aged 35 and above.

**Interpretation**

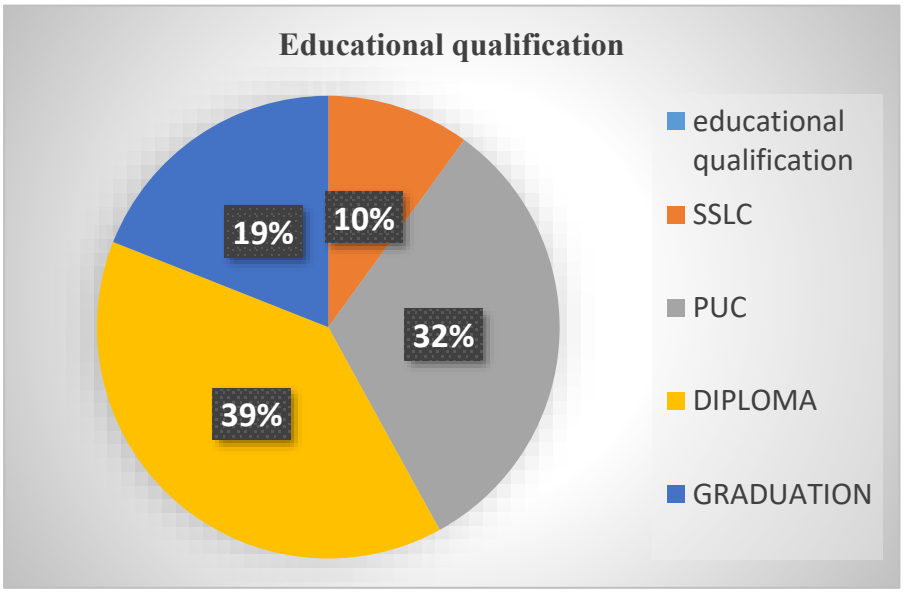
The analysis indicates that the majority of the respondents are in the 25-30 age group, while the smallest proportion are in the 18-25 age group

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**2. Educational Qualification**

Education qualification

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SSLC | 10 | 10 | 10 | 10 |
| | PUC | 32 | 32 | 32 | 42 |
| | Diploma | 39 | 39 | 39 | 81 |
| | Graduation | 19 | 19 | 19 | 100 |
| | Total | 100 | 100 | 100 | |




**Analysis**
According to the pie chart, 10% of the respondents have completed SSLC, 32% have completed PUC, 39% have a Diploma, and 19% have completed Graduation**.**

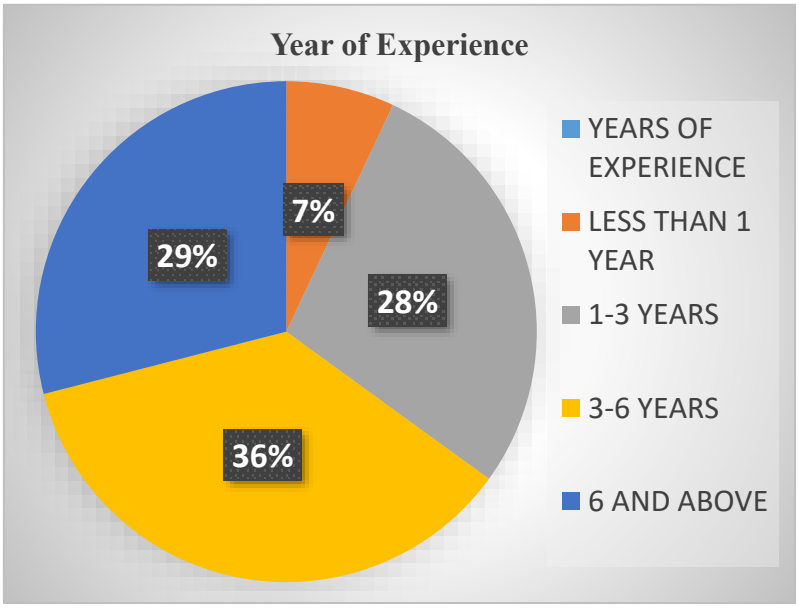
**Interpretation**
The analysis indicates that the majority of the respondents hold a Diploma, while the smallest proportion have completed only SSLC

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**3. Year of Experience**

years of service

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Less than 1 year | 7 | 7.0 | 7.0 | 7.0 |
| | 1 to 3 years | 28 | 28.0 | 28.0 | 35.0 |
| | 3 to 6 years | 36 | 36.0 | 36.0 | 71.0 |
| | 6 and above | 29 | 29.0 | 29.0 | 100.0 |
| | Total | 100 | 100.0 | 100.0 | |




**Analysis**
According to the pie chart, 7% of the respondents have less than 1 year of experience, 28% have 1-3 years, 36% have 3-6 years, and 29% have 6 years and above experience.

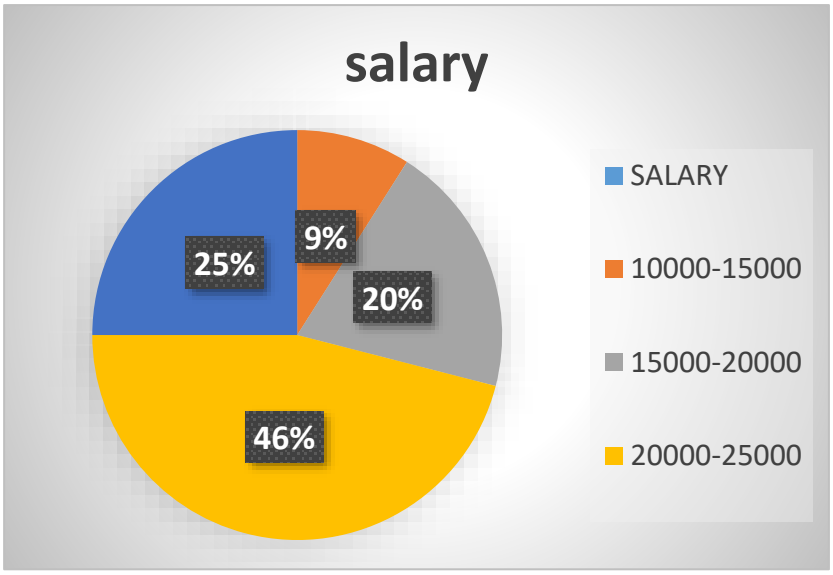
**Interpretation**
The analysis indicates that the majority of the respondents have 3-6 years of experience, while the least have less than 1 year of experience.

**4. Salary**

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Salary

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Rs.10000-15000 | 9 | 9.0 | 9.0 | 9.0 |
| | Rs.15000-20000 | 20 | 20.0 | 20.0 | 29.0 |
| | Rs.20000-25000 | 46 | 46.0 | 46.0 | 75.0 |
| | Rs.25000 and above | 25 | 25.0 | 25.0 | 100.0 |
| | Total | 100 | 100.0 | 100.0 | |

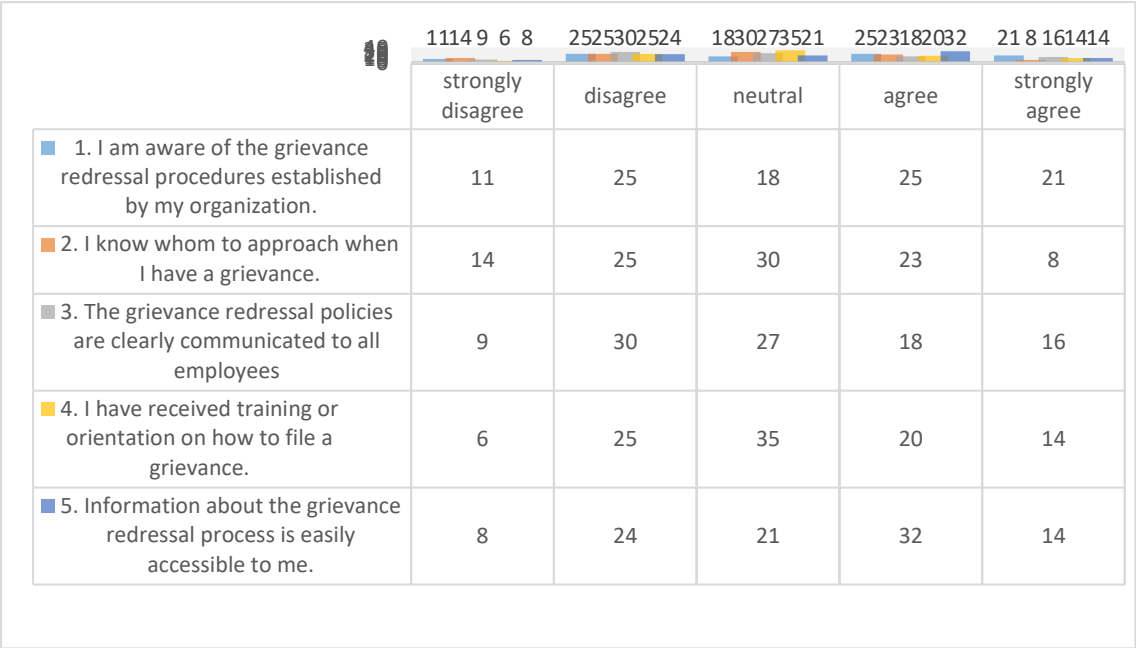



**Analysis**
According to the pie chart, 9% of the respondents earn between 10,000–15,000, 20% earn 15,000–20,000, 46% earn 20,000–25,000, and 25% earn 25,000 and above.

**Interpretation**
The analysis indicates that the majority of the respondents have a salary in the range of 20,000–25,000, while the least number of respondents earn between 10,000–15,000.

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**II. Awareness of Grievance Redressal Mechanism**




| | strongly disagree | disagree | neutral | agree | strongly agree |
|---|---|---|---|---|---|
| 1. I am aware of the grievance redressal procedures established by my organization. | 11 | 25 | 18 | 25 | 21 |
| 2. I know whom to approach when I have a grievance. | 14 | 25 | 30 | 23 | 8 |
| 3. The grievance redressal policies are clearly communicated to all employees | 9 | 30 | 27 | 18 | 16 |
| 4. I have received training or orientation on how to file a grievance. | 6 | 25 | 35 | 20 | 14 |
| 5. Information about the grievance redressal process is easily accessible to me. | 8 | 24 | 21 | 32 | 14 |

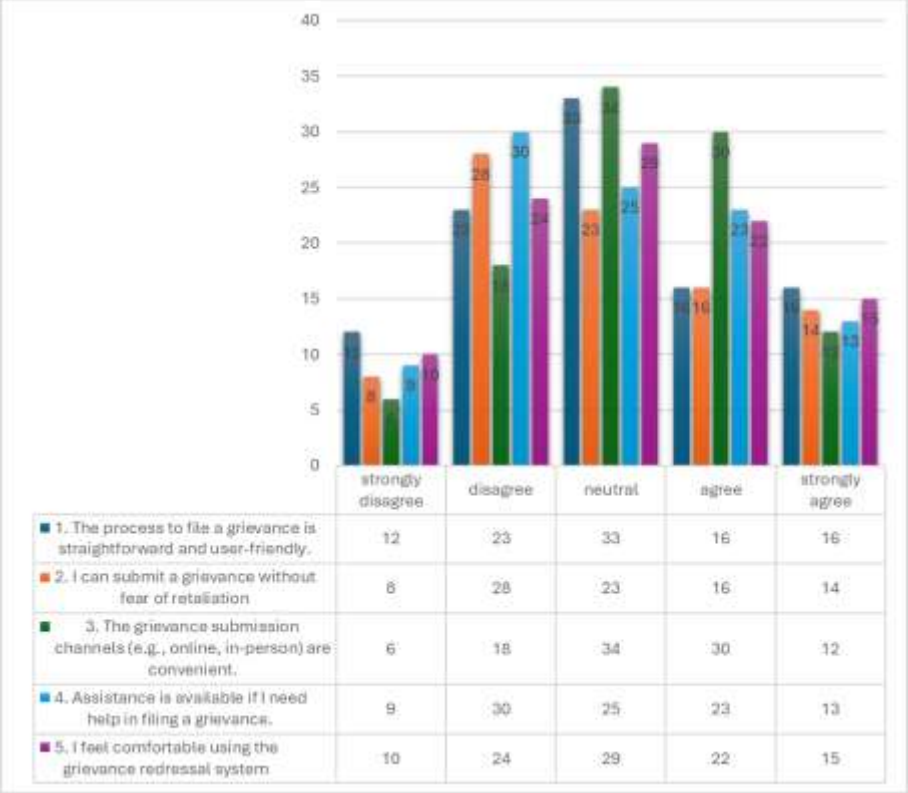
1. **I am aware of the grievance redressal procedures established by my organization**
   **Analysis:** Out of the 100 respondents, 46 (36.8%) either agreed (25) or strongly agreed (21) that they are aware of the grievance redressal procedures established by their organization. Meanwhile, a smaller number, 36 (28.8%), either strongly disagreed (11) or disagreed (25), suggesting that organizational communication on this policy might not be fully effective. 18 (14.4%) remained neutral.
2. **I know whom to approach when I have a grievance.**
   **Analysis:** On knowing whom to approach with a grievance, 31 (24.8%) respondents agreed (23) or strongly agreed (8), while 39 (31.2%) strongly disagreed (14) or disagreed (25). 30 (24%) were neutral, indicating considerable uncertainty or lack of clarity on the appropriate contact person for grievances.
3. **The grievance redressal policies are clearly communicated to all employees**
   **Analysis:** With respect to whether grievance redressal policies are clearly communicated to all employees, 34 (27.2%) agreed (18) or strongly agreed (16), but a larger portion, 39 (31.2%), disagreed (30) or strongly disagreed (9). 27 (21.6%) remained neutral, pointing to room for improvement in internal policy communication.
4. **I have received training or orientation on how to file a grievance.**
   **Analysis:** The number of respondents who agreed (20) or strongly agreed (14) that they have received training or orientation on filing grievances totals 34 (27.2%). Conversely, 31 (24.8%) disagreed (25) or strongly disagreed (6), and 35 (28%) stayed neutral. This shows that formal training is not widespread.
5. **Information about the grievance redressal process is easily accessible to me**
   **Analysis:** In terms of information accessibility regarding grievance redressal, 46 (36.8%) either agreed (32) or strongly agreed (14) that such information is easily accessible to them. However, 32 (25.6%) either disagreed (24) or strongly disagreed (8), while 21 (16.8%) were neutral, indicating moderate progress in making grievance information available but still some gaps.

**Interpretation**

The findings indicate that awareness and understanding of the grievance redressal mechanism is mixed among respondents. While a substantial number acknowledge the availability and accessibility of grievance information and procedures, a significant portion remain unaware or uncertain about key aspects- such as whom to approach or having received formal orientation**.**

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**III. Accessibility and Ease of Use**




| | strongly disagree | disagree | neutral | agree | strongly agree |
|---|---|---|---|---|---|
| 1. The process to file a grievance is straightforward and user-friendly. | 12 | 23 | 33 | 16 | 16 |
| 2. I can submit a grievance without fear of retaliation | 6 | 28 | 23 | 16 | 14 |
| 3. The grievance submission channels (e.g., online, in-person) are convenient. | 6 | 18 | 34 | 30 | 12 |
| 4. Assistance is available if I need help in filing a grievance. | 9 | 30 | 25 | 23 | 13 |
| 5. I feel comfortable using the grievance redressal system | 10 | 24 | 29 | 22 | 15 |

1. **The process to file a grievance is straightforward and user-friendly**
   **Analysis:** Among 100 respondents, 25.6% agreed and 12.8% strongly agreed that the process to file a grievance is straightforward and user-friendly. Meanwhile, 18.4% disagreed and 9.6% strongly disagreed. 26.4% remained neutral.
2. **I can submit a grievance without fear of retaliation**
   **Analysis:** Regarding submitting a grievance without fear of retaliation, 12.8% agreed and 11.2% strongly agreed, while 22.4% disagreed and 6.4% strongly disagreed. 18.4% were neutral.
3. **The grievance submission channels (e.g., online, in-person) are convenient.**
   **Analysis:** For the convenience of grievance submission channels, 24% agreed and 9.6% strongly agreed. On the other hand, 14.4% disagreed and 4.8% strongly disagreed. 27.2% remained neutral.
4. **Assistance is available if I need help in filing a grievance.**
   **Analysis:** Concerning assistance availability for filing grievance, 18.4% agreed and 10.4% strongly agreed. Conversely, 24% disagreed and 7.2% strongly disagreed. 20% were neutral.

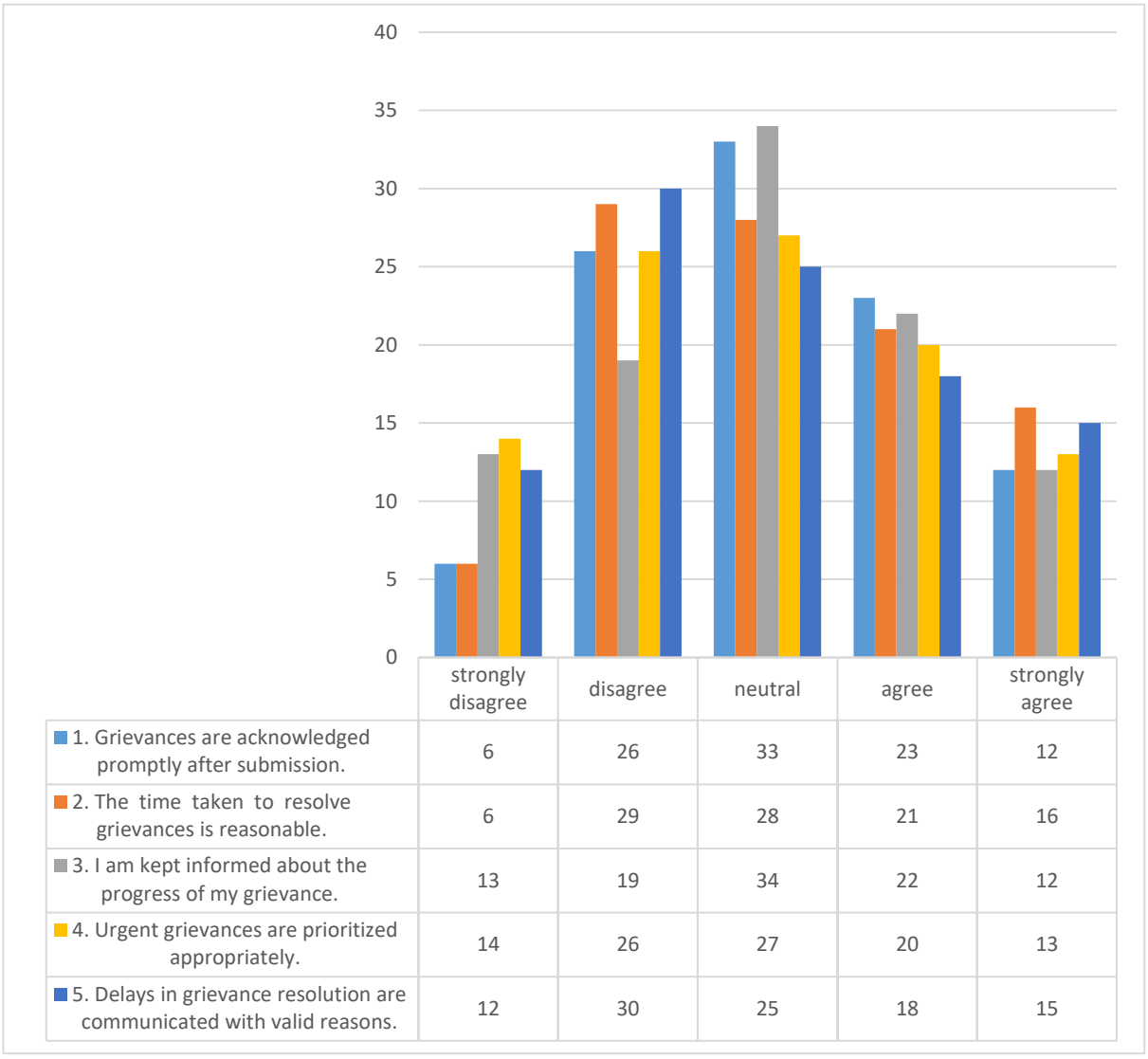
5. **I feel comfortable using the grievance redressal system**
   **Analysis:** On feeling comfortable using the grievance redressal system, 17.6% agreed and 12% strongly agreed, while 19.2% disagreed and 8% strongly disagreed. 23.2% were neutral.

**Interpretation**

The responses exhibit a mixed perspective on the grievance redressal system's accessibility and ease of use. A moderate portion of respondents agree that the process is user-friendly and feel comfortable using it. However, a significant number express disagreement or remain neutral, which highlights varied levels of confidence and satisfaction with the system among participants.

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**IV. Timeliness in Resolving Grievances**




| | strongly disagree | disagree | neutral | agree | strongly agree |
|---|---|---|---|---|---|
| 1. Grievances are acknowledged promptly after submission. | 6 | 26 | 33 | 23 | 12 |
| 2. The time taken to resolve grievances is reasonable. | 6 | 29 | 28 | 21 | 16 |
| 3. I am kept informed about the progress of my grievance. | 13 | 19 | 34 | 22 | 12 |
| 4. Urgent grievances are prioritized appropriately. | 14 | 26 | 27 | 20 | 13 |
| 5. Delays in grievance resolution are communicated with valid reasons. | 12 | 30 | 25 | 18 | 15 |

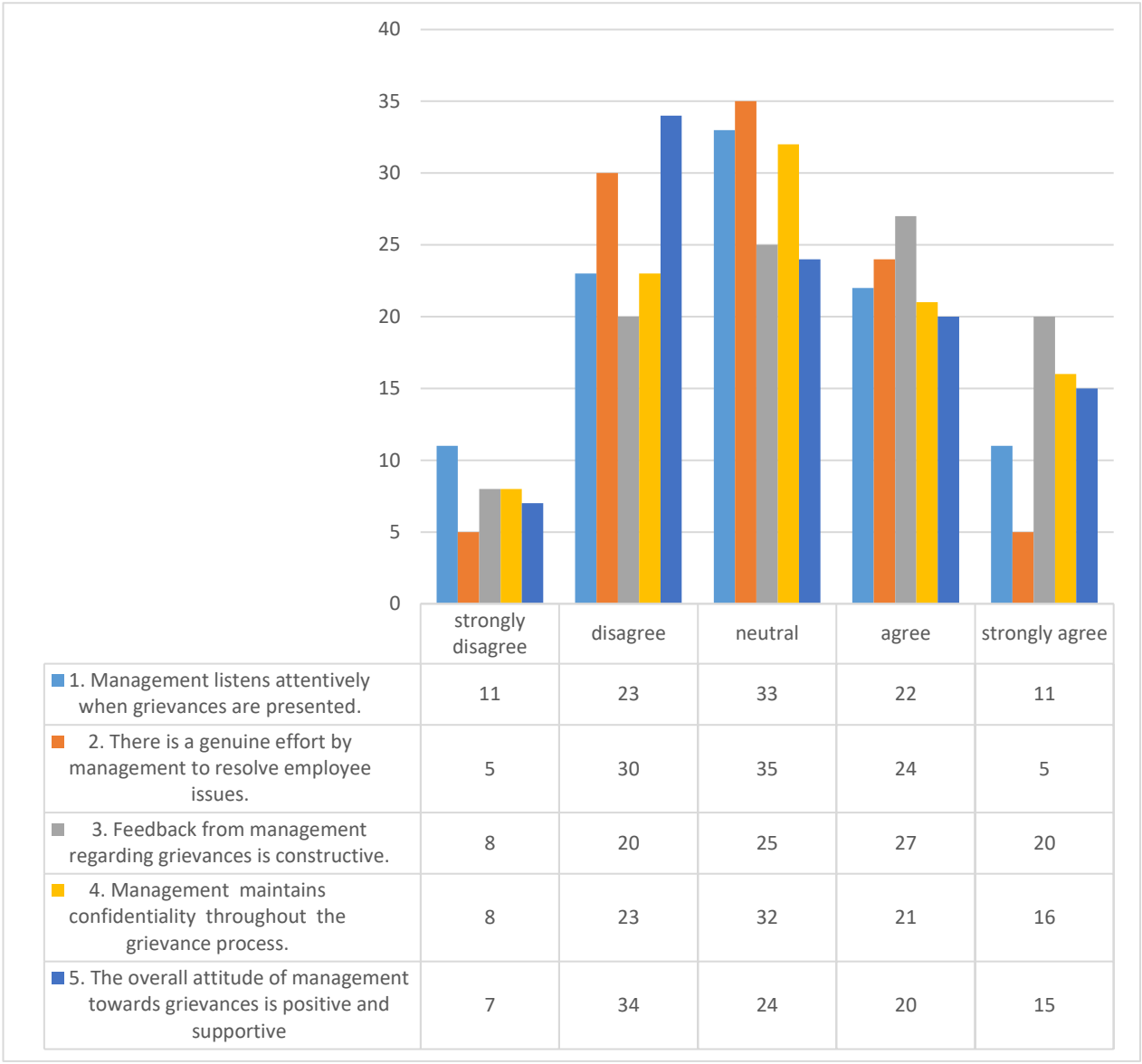
1. **Grievances are acknowledged promptly after submission**
   **Analysis:** For the statement "Grievances are acknowledged promptly after submission," 23 (18.4%) agreed and 12 (9.6%) strongly agreed. 26 (20.8%) disagreed, 6 (4.8%) strongly disagreed, and 33 (26.4%) remained neutral
2. **The time taken to resolve grievances is reasonable.**
   **Analysis:** Regarding "The time taken to resolve grievances is reasonable," 21 (16.8%) agreed and 16 (12.8%) strongly agreed. 29 (23.2%) disagreed, 6 (4.8%) strongly disagreed, and 28 (22.4%) were neutral.
3. **I am kept informed about the progress of my grievance**
   **Analysis:** On "I am kept informed about the progress of my grievance," 22 (17.6%) agreed and 12 (9.6%) strongly agreed. 19 (15.2%) disagreed, 13 (10.4%) strongly disagreed, and 34 (27.2%) were neutral.
4. **Urgent grievances are prioritized appropriately**
   **Analysis:** For "Urgent grievances are prioritized appropriately," 20 (16%) agreed and 13 (10.4%) strongly agreed. 26 (20.8%) disagreed, 14 (11.2%) strongly disagreed, and 27 (21.6%) remained neutral.
5. **Delays in grievance resolution are communicated with valid reasons.**
   **Analysis:** About "Delays in grievance resolution are communicated with valid reasons," 18 (14.4%) agreed and 15 (12%) strongly agreed. 30 (24%) disagreed, 12 (9.6%) strongly disagreed, and 25 (20%) were neutral.

**Interpretation**

The findings indicate that only a minority of respondents believe grievances are acknowledged promptly, resolved in a reasonable time, and that they are well informed about the process. For each item, a significant percentage remain neutral or disagreed, showing that many are either undecided about the timeliness or dissatisfied with communication and resolution procedures. Negative or neutral responses outnumber positive ones, highlighting concerns about how quickly and transparently grievances are handle

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## V. Management Responsiveness and Attitude




| | strongly disagree | disagree | neutral | agree | strongly agree |
|---|---|---|---|---|---|
| 1. Management listens attentively when grievances are presented. | 11 | 23 | 33 | 22 | 11 |
| 2. There is a genuine effort by management to resolve employee issues. | 5 | 30 | 35 | 24 | 5 |
| 3. Feedback from management regarding grievances is constructive. | 8 | 20 | 25 | 27 | 20 |
| 4. Management maintains confidentiality throughout the grievance process. | 8 | 23 | 32 | 21 | 16 |
| 5. The overall attitude of management towards grievances is positive and supportive | 7 | 34 | 24 | 20 | 15 |

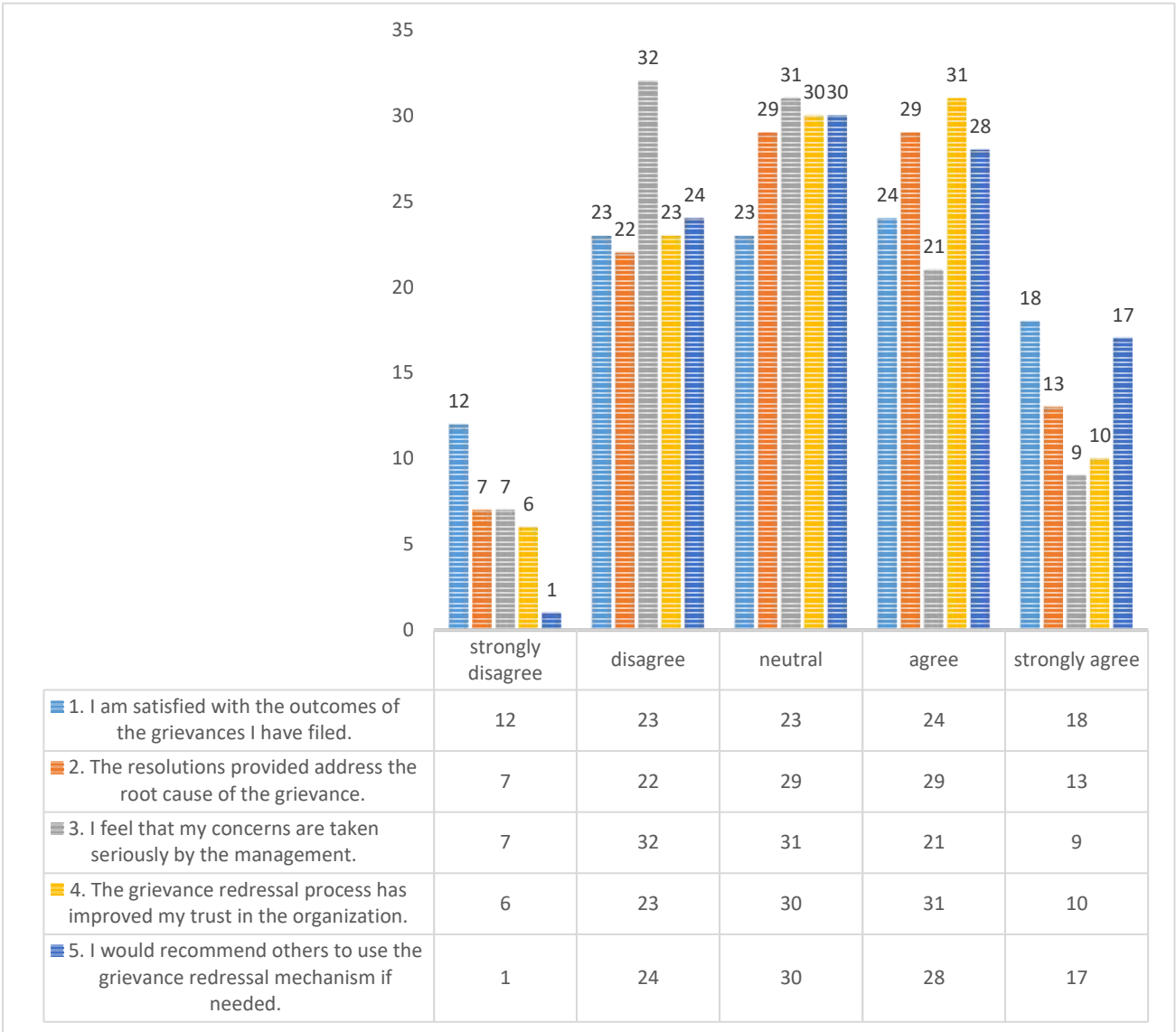
1. **Management listens attentively when grievances are presented.**
   **Analysis:** For "Management listens attentively when grievances are presented," 22 (17.6%) agreed and 11 (8.8%) strongly agreed. 23 (18.4%) disagreed, 11 (8.8%) strongly disagreed, and 33 (26.4%) were neutral.
2. **There is a genuine effort by management to resolve employee issues.**
   **Analysis:** For "There is a genuine effort by management to resolve employee issues," 24 (19.2%) agreed and 5 (4%) strongly agreed. 30 (24%) disagreed, 5 (4%) strongly disagreed, and 35 (28%) were neutral.
3. **Feedback from management regarding grievances is constructive**
   **Analysis**: Regarding "Feedback from management regarding grievances is constructive," 27 (21.6%) agreed and 20 (16%) strongly agreed. 20 (16%) disagreed, 8 (6.4%) strongly disagreed, and 25 (20%) were neutral.
4. **Management maintains confidentiality throughout the grievance process**
   **Analysis:** For "Management maintains confidentiality throughout the grievance process," 21 (16.8%) agreed and 16 (12.8%) strongly agreed. 23 (18.4%) disagreed, 8 (6.4%) strongly disagreed, and 32 (25.6%) were neutral.
5. **The overall attitude of management towards grievances is positive and supportive**
   **Analysis:** On "The overall attitude of management towards grievances is positive and supportive," 20 (16%) agreed and 15 (12%) strongly agreed. 34 (27.2%) disagreed, 7 (5.6%) strongly disagreed, and 24 (19.2%) were neutral

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**Interpretation**

The data reveals that respondents have different perceptions of management responsiveness and attitude. While a portion recognize efforts, confidentiality, and constructive feedback by management, a similar or higher proportion either disagree or feel neutral. Agreement is generally outpaced by combined disagreement and neutrality, indicating overall mixed or uncertain confidence in management's responsiveness, supportiveness, and listening abilities regarding grievances.

**VI. Satisfaction with Grievance Outcomes**




| | strongly disagree | disagree | neutral | agree | strongly agree |
|---|---|---|---|---|---|
| 1. I am satisfied with the outcomes of the grievances I have filed. | 12 | 23 | 23 | 24 | 18 |
| 2. The resolutions provided address the root cause of the grievance. | 7 | 22 | 29 | 29 | 13 |
| 3. I feel that my concerns are taken seriously by the management. | 7 | 32 | 31 | 21 | 9 |
| 4. The grievance redressal process has improved my trust in the organization. | 6 | 23 | 30 | 31 | 10 |
| 5. I would recommend others to use the grievance redressal mechanism if needed. | 1 | 24 | 30 | 28 | 17 |

1. **I am satisfied with the outcomes of the grievances I have filed.**
   **Analysis:** For "I am satisfied with the outcomes of the grievances I have filed," 24 respondents (24%) agreed and 18 (18%) strongly agreed. 23 (23%) disagreed, 12 (12%) strongly disagreed, and 23 (23%) were neutral.
2. **The resolutions provided address the root cause of the grievance.**
   **Analysis:** Regarding "The resolutions provided address the root cause of the grievance," 29 respondents (29%) agreed and 13 (13%) strongly agreed. 22 (22%) disagreed, 7 (7%) strongly disagreed, and 29 (29%) were neutral.
3. **I feel that my concerns are taken seriously by the management**
   **Analysis:** For "I feel that my concerns are taken seriously by the management," 21 respondents (21%) agreed and 9 (9%) strongly agreed. 32 (32%) disagreed, 7 (7%) strongly disagreed, and 31 (31%) were neutral.
4. **The grievance redressal process has improved my trust in the organization**
   **Analysis:** On "The grievance redressal process has improved my trust in the organization," 31 respondents (31%) agreed and 10 (10%) strongly agreed. 23 (23%) disagreed, 6 (6%) strongly disagreed, and 30 (30%) were neutral.

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5. **I would recommend others to use the grievance redressal mechanism if needed.**
   **Analysis:** On "The overall attitude of management towards grievances is positive and supportive," 20 (16%) agreed and 15 (12%) strongly agreed. 34 (27.2%) disagreed, 7 (5.6%) strongly disagreed, and 24 (19.2%) were neutral

**Interpretation**

**The chart shows that most employees are satisfied with the grievance process. A majority agreed or strongly agreed, showing trust and confidence in the system. Few respondents disagreed, indicating low dissatisfaction, while some remained neutral, reflecting moderate awareness or experience. Overall, the grievance redressal system is seen as effective and fair, though better communication and transparency can further improve employee satisfaction.**

## FINDINGS

1. The majority of respondents are aged 25 to 30 years (38%), followed by 29% in the 30 to 35 years age group, 26% are aged 35 and above, and only 7% are in the 18 to 25 years category.
2. Regarding educational qualifications, 39% of respondents have completed a diploma, 32% have completed PUC, 19% are graduates, and 10% have completed SSLC.
3. Most respondents have considerable work experience, with 36% having 3 to 6 years, 29% having 6 years and above, 28% having 1 to 3 years, and 7% having less than 1 year.
4. In terms of salary distribution, 46% earn between 20,000 and 25,000, 25% earn 25,000 and above, 20% earn 15,000 to 20,000, and 9% earn 10,000 to 15,000.
5. 46% of respondents agreed or strongly agreed that they are aware of the grievance redressal procedures established by their organization. 36% disagreed or strongly disagreed, and 18% remained neutral.
6. Only 31% agreed or strongly agreed that they know whom to approach when they have a grievance. A larger proportion, 39% disagreed or strongly disagreed, and 30% were neutral.

## SUGGESTIONS

1. The organization should conduct regular training and awareness sessions for employees because many employees currently lack clear understanding of the grievance procedures and designated contacts. This ensures that all employees are informed of their rights and reporting channels, reducing confusion and fear.
2. The grievance submission process should be simplified since many respondents find it complicated and intimidating, which discourages reporting.
3. Clear and strict timelines for grievance acknowledgment, investigation, and resolution must be established because delays lead to dissatisfaction and erode trust in the grievance system. Keeping employees updated regularly will improve transparency and perceived fairness.
4. Managers should be trained on empathetic listening, confidentiality, and providing constructive feedback since many employees feel their concerns are ignored or mishandled. Improving management responsiveness will increase employee confidence in the grievance mechanism.
5. Feedback mechanisms and periodic audits should be implemented because measuring employee satisfaction and identifying recurring issues are essential for continuous improvement. This helps ensure grievances are addressed effectively and the system remains trustworthy and relevant.

## CONCLUSION

The study conducted on the grievance handling mechanisms in the cement industry of Bagalkote highlights moderate awareness and satisfaction levels among employees but identifies critical gaps in communication, accessibility, timeliness, and management responsiveness. Many employees lack clarity on grievance procedures and contact points, and find the grievance process complicated and intimidating, which discourages reporting. Delays in grievance resolution and poor communication reduce trust in the system, while management's response and attitude appear inconsistent to employees. To address these issues, practical recommendations include conducting regular training programs to build awareness, simplifying the grievance submission process with accessible and safe channels, implementing clear timelines with frequent updates, training managers on empathy and confidentiality, and establishing feedback mechanisms and audits to evaluate and improve grievance outcomes. Applying these measures will foster a transparent, effective, and trusted grievance redressal system, enhancing employee confidence and organizational harmony.

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