



A Study on Impact of Grievance Redressal Mechanism on Employees Job Performance

Harsh Kumar Chand, Om Abhangrao,

Assistant Professor Mrs. Harshita Gaikwad

Department of Management Studies, Parul University, Vadodara

Abstract – This study examines the impact of grievance redressal mechanisms on employee job performance. Effective grievance handling is crucial for maintaining workplace harmony, enhancing productivity, and ensuring employee satisfaction. The research explores various grievance types, causes, and handling mechanisms while assessing their influence on employee morale, absenteeism, and teamwork. Data was collected through surveys from employees across different organizations. Findings indicate that a well-structured grievance redressal system improves job performance, reduces conflicts, and fosters a cooperative work environment. The study underscores the need for transparent and prompt grievance resolution to enhance employee efficiency and organizational success.

Keywords – Employee Grievances, Job Performance, grievance redressal mechanisms

I. INTRODUCTION

Human Resource Management (HRM)

HRM focuses on managing an organization's workforce by acquiring talent, ensuring employee engagement, and fostering development. It enhances work-life quality, optimizes productivity, and resolves grievances.

Functions of HRM

- **Talent Acquisition & Employee Development:** Ensuring employees are placed in suitable roles.
- **Performance Management:** Utilizing strategies like graphic rating scales, 360-degree feedback, self-evaluation, MBO, and checklists.
- **Maintaining Work Environment:** Addressing concerns related to employee grievances and job satisfaction.
- **Employee Performance & Its Measurement:**
- **Performance is assessed using various methods:**
- **Graphic Rating Scale:** Uses numerical scoring to evaluate employees.
- **360-Degree Feedback:** Incorporates opinions from colleagues and managers.
- **Self-Evaluation:** Encourages employees to assess their own work.
- **Management by Objectives (MBO):** Aligns employee goals with company objectives.
- **Checklists:** Simple “Yes-No” lists to highlight training needs.

Employee Grievances

Grievances refer to dissatisfaction arising from workplace issues. According to Michael Jucious, grievances can be real or perceived injustices.

Types of Grievances

Visible vs. Hidden– Clearly expressed or unspoken issues.

- **Real vs. Imaginary**– Valid concerns versus misunderstandings.

- **Individual vs. Group** – Affects one or multiple employees.
- **Oral vs. Written** – Spoken or documented complaints.
- **Union & Policy Grievances** – Presented by employee unions concerning company policies.

Common Causes of Grievances

- **Pay & Benefits** – Salary issues, bonus delays, and unequal pay.
- **Work Conditions** – Health hazards, cleanliness, and improper facilities.
- **Supervision Issues** – Favouritism, bias, or poor leadership.
- **Workload** – Increased workload without compensation.
- **Organizational Changes** – Policy changes affecting employees.
- **Employee Relations** – Conflicts among co-workers.

Effects of Grievances

- Decline in productivity and morale.
- Increase in conflicts, strikes, and absenteeism.
- Rise in operational costs and resignations.
- **Grievance Handling Mechanism:**
- A formal grievance handling procedure is essential to prevent dissatisfaction from escalating. Stages of Grievance Resolution:
- **Initial Level** – The issue is resolved by the immediate supervisor.
- **Intermediate Level**– If unresolved, escalated to department heads.
- **Organization Level**– Involves higher management or HR.
- **Third-Party Mediation** – Arbitration, adjudication, or legal action if unresolved.

Tools for Discovering Grievances

- **Suggestion Boxes** – Anonymous complaint submission.
- **Open Door Policy** – Direct access to management.
- **Exit Interviews** – Understanding reasons for resignations.



- **Opinion Surveys** – Employee feedback mechanisms.

Importance of Grievance Handling

- Provides employees a fair process to voice concerns.
- Helps management identify and resolve workplace issues.
- Improves employee morale and productivity.
- Prevents arbitrary decisions and ensures transparency.

Advantages of a Grievance Redressal System

- Formal and structured process ensuring accountability.
- Transparency in complaint resolution.
- Legal protection for employees against unfair treatment.

Disadvantages

- Lengthy process may delay resolution.
- Excessive documentation may hinder workflow.
- Possibility of misuse by employees.

A strong grievance handling system is essential for maintaining workplace harmony and ensuring fair treatment of employees.

II. LITERATURE REVIEWS

Ramlal's article focused on the roles that employee grievance handling procedures play in an organization and the Indian labor laws that provide guidelines, monitor grievance mechanisms, and make them easier to use. Complaint is a sensation of hatred over something accepted to be off-base or out of line, and can be over pay and pay, working hours, state of work premises, business conditions and so on. His research has shown that there is a strong connection between employee performance and grievances, and if they are not handled properly, they can have an effect on the organization's productivity and efficiency. (P. Ramlal et Al, 2016)

Monish P argues that complaints are those that are formally filed in accordance with the procedure. When it comes to resolving the various types of employee complaints, businesses employ efficient policies and procedures. For overcoming new obstacles, IT companies offer a comprehensive digitalization strategy and adoption of cutting-edge technologies. Employees in the information technology industry face numerous issues related to working conditions, health and safety, and management policies. For the purpose of dealing with complaints, management employs novel tactics like quality circle and root cause analysis. In his research paper, he talked about how employees' complaints in a digital workplace are handled and how new grievance management methods affect workplace justice. (Monish, 2022)

As per Gagandeep, the exploration was led to concentrate on the adequacy of complaint redressal methodology and its impact on work the executive's relationship in the material business of Ludhiana city.

Factor analysis and regression were used to analyse the primary data that was gathered from textile factory workers in Ludhiana. It was inferred that straightforwardness of the methodology and speedy alleviation given by the administration are the significant variables, and as these two elements improve, the relationship gets to the next level. (Gagandeep et Al, 2019)

Sivanandam asserts that employee complaints are a significant factor in the workplace and directly affect productivity. Their study, which includes 44 employees from the following industries, aims to determine the effect of employee complaints on job productivity. Data Innovation, Flying, Schooling, Medical services. If grievances are not addressed, they can result in dissatisfied workers who are consistently demotivated and disappointed in their jobs, which ultimately affects job productivity. Grievances are connected to compensation, motivating forces, work pressure, and security. (Sivanandam et Al, 2020)

Sumaltha claims that the primary objective of this study is to determine whether the company's grievance handling procedure is effective. The employees' level of understanding of the grievance handling procedure and their level of satisfaction with it are the secondary objectives. Questionnaires are used to collect primary data, and the internet and project reports are used to collect secondary data. (Sumaltha et Al, 2019)

III. RESEARCH METHODOLOGY

Rationale of the Research Study

In today's business scenario, it is important to look after the grievances and the difficulties faced by the employees while working in the organization. As, the employees are the most expensive as well as the most important resources in any organization. It would be of the best advantage of both employer and employee to ensure the latter's satisfaction and performance. This can be attained and made possible only when the management has provided healthy climate for individual growth and development in the organization. Employee's grievances are common in most of the organization. For this reason, it becomes essential to study the employee's grievances and grievance handling has become the essential part of any organization. Because a happy employee while working in the organization ensure efficiency and contribute to the overall development of the organization. The research study is intended to understand and to know the grievance handling mechanism and its impact on the employee's job performance in any organization they are working.

Objectives of the Research Study

The general objective of the study is to evaluate the impact of grievance redressal on employees performance while following are the specific objectives of this study:-



- To know the employee's level of awareness on current grievance redressal procedures adopted by their organisations.
- To find whether the employee's grievances are handled and recognised in a prompt manner.
- To identify the impact of grievances on the job performance.
- To know how far the employee's grievances are redressed.
- To bring out those factors in light of management concerning employees which improves the employee's performance.
- The above listed are primary and basic main objectives on which my research study will be based.

Research Design of the Research Study

The research design of the research study considering its objectives, scope and coverage would be Exploratory and Descriptive in nature.

The term "exploratory research" refers to research conducted to investigate a questionable issue. It is carried out for the purpose of gaining a deeper comprehension of the current research issue. Most exploratory research is primary and qualitative. Quantitative methods can also be used in an exploratory study with a large sample size. Due to its adaptability and ambiguity, it is frequently referred to as interpretive research or a grounded theory approach.

A method of research that describes the characteristics of the population or the phenomenon being studied is called descriptive research. The research subject's "what" rather than its "why" is the primary focus of this descriptive methodology. It then refers to the study's design, research questions, and data analysis on that subject.

Hypothesis of the Research Study

H₀: There is an association between demographic variables, i.e., age, gender, work experience and awareness regarding grievance redressal mechanism.

Primary Data

The researcher will collect the necessary information and the primary data from the selected respondents who are currently working as employees in any organization.

Primary data also known as raw data, has been generated by the researcher himself/herself through surveys, interviews, experiments, specially designed for understanding and solving the researcher problem.

Secondary Data

The researcher will collect the secondary data from Research books, newspapers, journals, research papers, articles and through different websites.

Secondary data is research data that has previously been gathered and can be accessed by the researchers. These

data sources are extremely useful and allows the researchers and data analysts to build large, high-quality databases that helps solve the problems.

Research Instrument

The researcher will make the use of structured non-disguised questionnaire as a research instrument for the collection of primary data.

A structured non-disguised questionnaire is one where the listing of the questions is in a pre-arranged order and where the object of enquiry is known to the respondent.

Researcher Approach

In order to conduct the research, the researcher has used the Survey method. Survey research method is the process of conducting research using surveys that researchers send to the respondents. The data collected through surveys is then statistically analysed to draw meaningful research conclusions.

Sampling Decision

The researcher proposes to follow different sampling decisions for conducting the research.

Sampling means selecting the group from which you will actually collect the data.

Sampling Design/Approach

The researcher uses the non-probability sampling approach for the research study.

Non-probability sampling is a method of selecting units from a population using a subjective method. It is a fast, easy and inexpensive way of collecting the data.

Sampling Method

The researcher uses the convenience survey for the research study.

A convenience survey involves collecting data from a conveniently available pool of respondents.

Sampling Media

The sampling media in the research study will be the Questionnaires which will be filled by the selected respondents.

Sample Size

The researcher will conduct the adequate data from the minimum number of at least 70 respondents.

IV. DATA ANALYSIS AND INTERPRETATION

Data Analysis is a process of inspecting, cleansing, transforming, and modelling data with the goal of discovering useful information, informing conclusions, and supporting decision-making. Data analysis has multiple facets and approaches, encompassing diverse techniques



under a variety of names, while being used in different business, science, and social science domains. In today's business, data analysis is playing a role in making decisions more scientific and helping the business achieve effective operation. Data interpretation is the process of reviewing data and arriving at relevant conclusions using various analytical methods. It helps researchers to categorize, manipulate and summarize information in order to answer critical questions.

1. Distribution of respondents based on Gender

Gender	No. of respondents	Percentage
Male	37	52.85
Female	33	47.14
Other	-	-
Total	70	100%

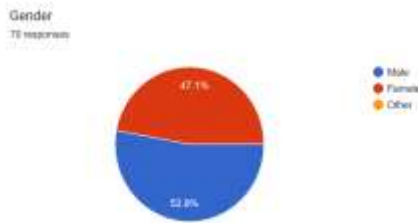


Figure 1: Figure showing Gender category of respondents

Interpretation of Result

It is clear from the above figure that the majority of the respondents were males amounting to 52.9% and 47.1% were the female respondents.

2. Distribution of respondents based on Age

Age Group	No. of respondents	Percentage
18-30	55	78.57
31-45	12	17.14
46-60	3	4.28
Above 60	-	-
Total	70	100%

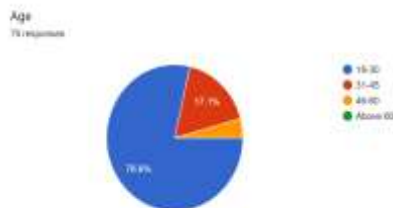


Figure 2 Figure showing Age group distribution of respondents

Interpretation of Result

The above figure indicates that 78.6% which holds the majority of respondents percentage belong to the age group of 18-30years, 17.1% respondents are of 31-45years of age group while 4.28% of the respondents

belongs to 46-60years of age group. There are no respondents who belongs to the category of age group above 60years.

3. Distribution of respondents based on their Work Experience

Work Experience	No. of respondents	Percentage
0-3 years	44	62.85
3-5 years	7	10
5-7 years	5	7.14
7-10 years	4	5.71
More than 10 years	10	14.28
Total	70	100%

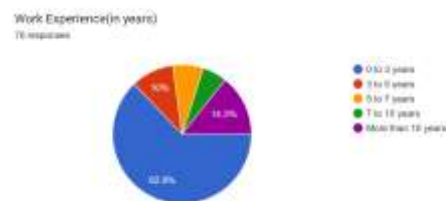


Figure 3 Figure showing distribution of respondents as per Work Experience

Interpretation of Result

The above figure illustrates that 14.3% of the respondents have working experience of more than 10years which depicts that they are happy with their job and are well known about their job responsibility.5.71% of respondents have work experience of about 7-10years and 7.14% with experience of 5-7years. 10% of respondents have working experience of 3-5 years, while the 62.85% majority of respondents have work experience of 0-3 years which show that younger talent is getting engaged in jobs and learning new skills and talents.

4. Distribution of respondents based on their Designation

Designation	No. of respondents	Percentage
Supervisor	4	5.71
Team Leader	6	8.57
Team Member	32	45.71
Other	28	40
Total	70	100%

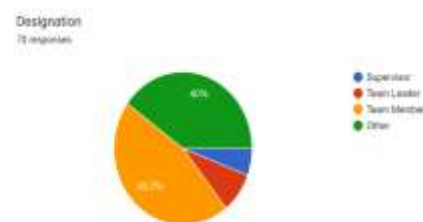


Figure 4 Figure showing distribution based on Designation



Interpretation of Result

The above figure illustrates that 5.71% of respondents are supervisors, 8.57% of respondents are team leaders, 45.71% of respondents are team members and 40% of respondents are working at some or the other designation.

This show that as majority of respondents are team members, which implies that they have more job responsibilities and work load. As the team members play a vital role in any of the organization.

5. Distribution on basis of awareness of Grievance Redressal Mechanism

Category	No. of respondents	Percentage
Yes	54	77.14
No	16	22.85
Total	70	100%

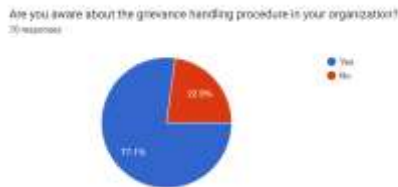


Figure 5 Figure showing distribution of respondents based on their awareness about Grievance Redressal Mechanism

Interpretation of Result

The above figure clearly shows that 77.1% of the respondents are aware about the Grievance Handling Mechanism of their organisation while 22.9% of the respondents are not aware and are ignorant about the same.

6. The organization has established a prompt and effective grievance handling mechanism

Category	No. of respondents	Percentage
Strongly Disagree	2	2.85
Disagree	6	8.57
Neutral	15	21.42
Agree	31	44.28
Strongly Agree	16	22.85
Total	70	100%

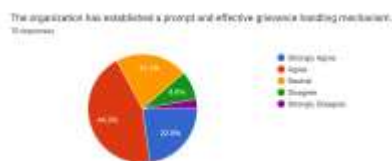


Figure .6 Figure showing whether organization has established a prompt and effective grievance redressal mechanism

Interpretation of result-The above figure depicts that 22.9% respondents strongly agree that their organization has established effective and prompt grievance handling mechanism and 44.3% agree to the same. 21.4% are neutral regarding their opinion for the same while 8.57% of respondents disagree while 2.85% strongly disagree that their organisation has effective and prompt grievance handling mechanism.

7. Satisfaction regarding the existing grievance redressal mechanism in their organization

Category	No. of respondents	Percentage
Strongly Disagree	3	4.28
Disagree	13	18.57
Neutral	12	17.14
Agree	32	45.71
Strongly Agree	10	14.28
Total	70	100%

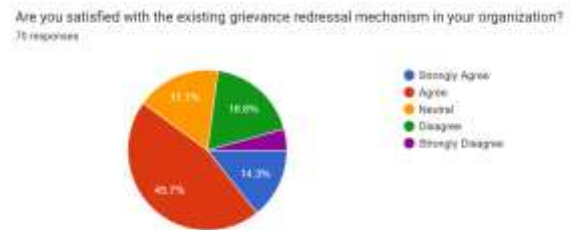


Figure 7 Figure showing the satisfaction of respondents regarding the existing grievance redressal mechanism of their organisation

Interpretation of result-The above figure shows that 14.28% of respondents strongly agree and 45.7% of respondents agree that they are satisfied with existing grievance redressal mechanism. 17.14% of respondents are neutral, 18.57% of respondents disagree and 4.28% strongly disagree with the same. It clearly show that majority of employees are satisfied with existing grievance redressal mechanism, which depicts that the organization's policy regarding employees grievances are satisfactory.

8. The solutions received for problems are satisfactory

Category	No. of respondents	Percentage
Strongly Disagree	4	5.71
Disagree	9	12.85
Neutral	19	27.14
Agree	30	42.85
Strongly Agree	8	11.42
Total	70	100%



Are the solutions received for your problems satisfactory?
70 responses

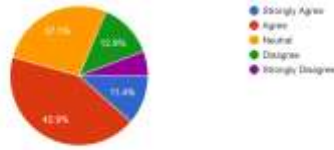


Figure 8 Figure showing the level of satisfaction of respondents for the solutions received about their problems

Interpretation of result-The above figure illustrates that 11.4% of respondents strongly agree and 42.9% of respondents agree with the solutions received for their problems. 27.1% of respondents are neutral, 12.8% disagree and 5.71% strongly disagree with solutions arrived. Thus, it can be interpreted that maximum of respondents are satisfied with solutions arrived while some of them are not happy, so organization should pay attention to such group and solve out their problems with satisfactory solutions so that they can work more effectively.

9. Grievance redressal mechanism has prompted the employees satisfaction level

Category	No. of respondents	Percentage
Strongly Disagree	1	14.28
Disagree	7	10
Neutral	15	21.42
Agree	33	47.14
Strongly Agree	14	20
Total	70	100%

Grievance handling mechanism has prompted the employees satisfaction?
70 responses



Figure 9 Figure showing that employees satisfaction level is prompted by Grievance Handling Mechanism

Interpretation of result-The above figure shows that 47.14% of respondents agree and 20% of respondents strongly agree to the above statement. 21.4% of respondents are neutral about their opinion while 10% of respondents disagree and 14.28% of respondents strongly disagree to the above statement. Thus it can be interpreted that employees satisfaction level gets enhanced if there is effective grievance redressal mechanism on the organization.

10. Grievance redressal mechanism has facilitated in reduction of employee’s absenteeism

Category	No. of respondents	Percentage
Strongly Disagree	4	5.71
Disagree	7	10
Neutral	19	27.14
Agree	28	40
Strongly Agree	14	20
Total	70	100%

Grievance handling mechanism has facilitated reduction in employees absenteeism?
70 responses

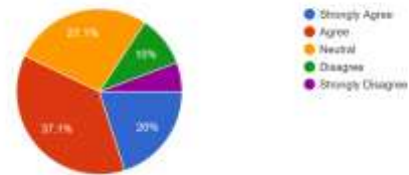


Figure 10 Figure showing whether the grievance redressal mechanism has facilitated reduction in employee’s absenteeism or not

Interpretation of result-The above figure illustrates that 20% of respondents strongly agree and 40% of respondents agree that grievance redressal mechanism has resulted in reduction of employee’s absenteeism. While, 27.14% of respondents are neutral, 10% disagree and 5.71% of respondents strongly disagree to above statement. Thus, it can be interpreted that if the organization has effective grievance redressal mechanism it will help in reduction of employee’s absenteeism and which in turn would enhance their productivity and turnover and will boost their performance.

11. Grievance redressal mechanism has enabled employees to put forth their problems in front of top management.

Category	No. of respondents	Percentage
Strongly Disagree	4	5.71
Disagree	10	14.28
Neutral	8	11.42
Agree	34	48.57
Strongly Agree	14	20
Total	70	100%



Grievance redressal mechanism has enabled the employees to put forth their problems in front of the top management?
75 responses

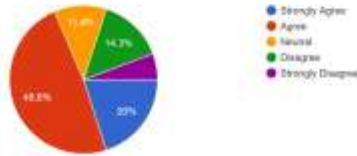


Figure 11 Figure showing whether grievance redressal mechanism has enabled employees to put their problems in front of top management

Interpretation of result-The figure shows that 20% of respondents strongly agree and 48.6% of respondents agree that grievance redressal mechanism has enabled them to put their problems in front of top management. While, 11.42% of respondents are neutral, 14.2% disagree and 5.7% strongly disagree with the above statement.

Thus, the respondents who disagree for the above statement, their organization should establish a liberal policy that if any such serious problem arises, they can put those in front of top management.

12. Grievance redressal system has resulted in increased employees' cooperation, team work and work to resolve conflicts.

Category	No. of respondents	Percentage
Strongly Disagree	8	11.42
Disagree	7	10
Neutral	7	10
Agree	34	48.57
Strongly Agree	14	20
Total	70	100%

Grievance redressal system has resulted in increased employees cooperation, team work and work to resolve conflicts?
70 responses

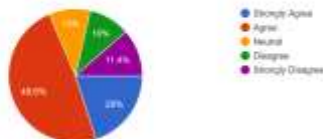


Figure 12 Figure showing whether Grievance redressal system has resulted in increased employees' cooperation, team work and work to resolve conflicts or not.

Interpretation of result-The above figure illustrates that 20% of respondents strongly agree and 48.6% of respondents agree with the above statement. While, 10% of respondents are neutral, 10% disagree to the same and 11.4% of respondents strongly disagree with the statement. Thus, it can be interpreted that as majority of respondents agree for statement it can be said that if grievances are answered timely it will boost employee's performance with

enhanced competency and cooperation and with minimum conflicts and clashes.

13. Grievance handling mechanism has resulted in increased competency by which the employees perform assigned jobs on time with minimal errors.

Category	No. of respondents	Percentage
Strongly Disagree	2	2.85
Disagree	9	12.85
Neutral	14	20
Agree	33	47.14
Strongly Agree	12	17.14
Total	70	100%

Grievance handling mechanism has resulted in increased competency by which the employees perform assigned jobs on time with minimal errors?
75 responses

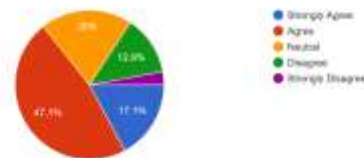


Figure 13 Figure showing whether Grievance handling mechanism has resulted in increased competency by which the employees perform assigned jobs on time with minimal errors or not

Interpretation of result-The above figure shows that 17.1% of respondents strongly agree and 47.1% of respondents agree to the above statement. While, 20% of respondents are neutral, 12.9% disagree and 2.85% strongly disagree with above statement. Thus, it can be interpreted that effective grievance redressal mechanism will increase the employee's efficiency and competency level and which in turn will reduce the mistakes in the job tasks assigned to them.

V. SUMMARY OF FINDINGS

The grievance redressal procedure is a problem solving, dispute settling machinery. It is a device by which grievances are affected considering various aspects and the nature of the grievances. This procedure is an important part of healthy industrial relations. Redressal of the grievances is must to retain good employees and helps in bringing and developing industrial relations and industrial peace. Grievance mainly exists in the organization because of dissatisfaction of employees. Hence the management should give importance to grievances reported by the employees and properly redress the grievances. It definitely increases the morale and performance of employees.

Influence of Grievance handling mechanism on Employee job performance: The study revealed that grievance handling influences employees performance as it has promoted and maintained employee satisfaction



ensuring higher productivity; facilitated increased work related information sharing in the organization resulting in improved performance; improved employees morale in the organization enabling them to enhance their performance; resulted into increased employees cooperation/team work, enabling them to work well together, accept responsibility, treat each other with respect and work to resolve conflicts hence promoting their performance.

Furthermore, the study resulted in increased competency in the manner in which employees perform assigned jobs completing work on time with minimal errors ensuring improved performance; and has facilitated reduction in employee's turnover and absentees enabling improvement in their performance.

VI. CONCLUSION OF THE STUDY

Grievances are an internal part of any organization. Grievances are bound to arrive from the various sources like interpersonal relations, facilities provided, salary, rewards, etc. The organization must make an honest effort in handling grievance because some grievance which are small in nature if not handled properly can lead to bigger problems. If grievances are handled and solved at earliest, it can be proven as a great tool of motivation.

Grievance handling affects employees performance as it has promoted and maintained employee satisfaction ensuring higher productivity; facilitated increased work related information sharing in the organization resulting in improved performance; improved employees morale in the organization enabling them to enhance their performance; resulted into increased employees cooperation/team work, enabling them to work well together, accept responsibility, treat each other with respect and work to resolve conflicts hence promoting their performance.

The study reveals that most of the employees are satisfied with the grievance handling mechanism. Nowadays, the organizations are recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all employees are highly satisfied with the grievance handling procedure. Thus, it can be concluded from the study that there exists a strong relation between the grievance redressal mechanism and its impact on employee's job performance.

Thus, the results concluded from my research study are as follows:

- The male respondents were more as compared to females which shows that women are still not getting opportunity to work or do job.
- Maximum of the respondents were from the age group (18-30) which remarks that most of the younger generation youth are open and encouraged for working in corporate sector.

- Majority of respondents had the work experience of (0-3) years and only 14.28% had an experience above 10years which shows that they are satisfied with their current working environment.
- The maximum of the respondents were the team members which depicts that they have great responsibility and cooperating skills.
- The respondents are satisfied with the current grievance redressal procedure they have within their organization.
- Many respondents agree that their organization have established a prompt and effective grievance redressal mechanism.
- Majority of the respondents are aware with the current grievance redressal mechanism.
- The maximum respondents agree that the solutions received for their problems are satisfactory.
- A large part of respondents agrees to the statement that grievance redressal mechanism has enhanced the employee's satisfaction.
- Grievance redressal mechanism also helps in reduction of employee's absenteeism, maximum respondents agree to this statement.
- Agreed responses have been given from many respondents that they can put their problems in front of top management.
- Grievance redressal mechanism enhances team work, cooperation and minimize the conflicts.
- Grievance redressal mechanism also enhances the employee's competency and ability to complete their jobs on time.

Suggestions/Recommendations of the Study

- Conflict management in the organization will be helpful to reduce the number of grievance rates.
- Grievance boxes can be kept at various departments and in recognized key places of the organization. This helps the employees to express their grievance easily and the fear of complaining openly can be avoided.
- The management should explain the redressal procedure to all employees in an organization.
- Meetings to be conducted regularly.
- Supervisor should be trained well where the grievances could be solved quickly which will help in avoiding the references of grievance to higher authority.
- The settlement of the grievance should be prompt.
- There should be a feedback system on grievance redressal.

REFERENCES

Certain research papers have been studied from different journals in order to write Review of Literature. The APA style references for some of the research papers are as follows:

- P. Ramlal and Saleh Ahmed Mozumde, Understanding The Role Of Employeegrievance Handling Procedure, Related Labour Legislations To Tackle It And



Emerging Area Of Employee Grievance -A Theoretical Approach, I J A B E R, Vol. 14, No. 12, (2016)

- Monish P, Role Of Innovative Grievance Management Strategies On Workplace Justice, Volume 7, Issue 2 February 2022
- Gagandeep Kaur and Sukhmani, Grievance redressal and its effect on labour-management relationship, Indian Journal of Positive Psychology, 2019
- DR. PRASANNA SIVANANDAM and MS. SHUBHEE CHATURVEDI, A study on impact of managing employee grievances on employee productivity, Journal of Contemporary Issues in Business and Government Vol. 26, No. 2, 2020
- K. NAGA SUMALATHA and Dr. M.M.SUCHARITHA, A STUDY ON GRIEVANCE HANDLING, Journal Of Engineering Sciences, Vol 10, Issue 9, Sept /2019

The other internet sources have also been used for collection of information. The weblinks for the same are as follows:

- https://www.researchgate.net/profile/Monish-Manikandan/publication/358492766_IMPACT_OF_Employee_Grievance_Management_On_Job_Commitment_In_Cyber_Park_Kozhikode/Links/6204ad94075f695e892ec70e/Impact-Of-Employee-Grievance-Management-On-Job-Commitment-In-Cyber-Park-KOZHICODE.pdf
- https://www.researchgate.net/profile/P-Ramlal-2/publication/316538641_Understanding_the_role_of_employee_grievance_handling_procedure_related_labour_legislations_to_tackle_it_and_emerging_area_of_employee_grievance_A_theoretical_approach/links/5d6b2edc45851508860460bd/Understanding-the-role-of-employee-grievance-handling-procedure-related-labour-legislations-to-tackle-it-and-emerging-area-of-employee-grievance-A-theoretical-approach.pdf
- <https://sprojectng.com/a-study-on-the-impact-of-employee-grievances-and-the-performance-of-an-organization/>
- <https://www.jetir.org/papers/JETIRBX06030.pdf>
- <https://www.economicsdiscussion.net/human-resource-management/grievance/grievance/32442>
- https://www.researchgate.net/publication/345179221_Impact_of_Employee_Grievances_on_Employee_Job_Performance_With_Special_Reference_to_Cement_Manufacturing_Company_in_Sri_Lanka
- <http://dspace.welingkar.org:8080/xmlui/handle/1/214>
- https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2948225
- <https://esource.dbs.ie/handle/10788/3209>
<https://link.springer.com/article/10.1007/s10490-015-9417-0>