Communication of Employees' Grievance in the Small Industries: A Study on Khulna Region

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Abstract

The research aims at finding out the existence of grievances, grievance communication status with the management in small industries particularly in Khulna region. Convenience sampling technique has been used to conduct this research. Structured questionnaires have been used including both close ended and open ended questions to get grievances, communication channel, reasons for not communicating grievances and management reaction after communicating grievances. It is difficult to find available employees of different positions from different small industries for conducting the study. The study has found the presence of grievances and moreover no rules & regulations regarding the grievance reduction have been found in most of the organization. As a result, they make various arbitrarily iniquitous behaviors with employees. This research would like to find out the grievance situation of small industries. It has given an idea about the employee and management relationship status. It can be helpful for the organization to develop grievance communication procedure as well as for employees' grievance awareness and grievance redressal procedure.

Keywords: Grievance Theory, Small Industries, Grievance Communication, Grievance Handling**.**

1. Introduction

In today's democratic environment, it is widely acknowledged that the employees should be allowed to express their dissatisfaction, whether it would be a minor frustration or a serious problem (Khan and Taher, 2015). In Bangladesh,in some factories, workers' pay grades are systematically altered so that they can be paid less. Due to the poor regular income, workers make major amounts of overtime to add to their regular earnings. In many cases, the payment of overtime is lower than lawfully required. Workers habitually do not receive minimum wages and have no access to social security.Fire and building safety of the factories has been a most important concern for most stakeholders. Although there have been improvements in the recent years guided by regulations and enforcement of the law, constant training is still needed to raise awareness on safety and improved

knowledge of accident prevention.The relationship between management and labor is a very integral part of human resource management in many firms. Managers need to understand the legal and procedural elements of unionization, the practice of collective bargaining and the magnitude of a grievance system (Griffin, 2003). Employee grievances are one of the main obstacles to enhance those small industries to become a larger organization in terms of economic context. Lack of proper identification of grievance will reduce the productivity of the industries and mislead to achieve the goals. Grievance is the factor involving wages, hours or conditions of employment that is used as a complaint against the employer.Sometimes, awful relationships between supervisor and subordinates is often the cause of grievances for instance. Organization factors such as automated job or unclear job descriptions that frustrate employees are also called grievances. Grievance is any factor involving wages, hours or conditions of employment that is used as a complaint against the employer (Dessler, 2003).Union activism is another cause; the union may solicit the grievances from workers to underscore ineffective supervision. In many organizations, when employees experience mistreatment, they can file (Boswell and Olson-Buchanan, 2004). When any employee suffers from grievances, he or she does not focus well and does not pay attention to their works, which affects teamwork, synergy and overall employees' morale (Khan and Taher, 2015). If employees are downhearted with the authority of the organization, then their motivation level will decrease and it will have a direct influence on the organizational productivity (Samarasinghe, 2017).

2. Objectives

As mentioned earlier, the main objective of this research is to investigate the issue of employees' grievance, its communication to and response of the management to it. This broad objective has been broken down into following specific objectives:

a. To investigate the types and nature of grievances of the employees.
b. To investigate whether or not and through which channel they communicate their grievance to the management.
c. To investigate the reasons for not communicating grievance with the management if such instances are found.
d. To investigate management responses when employees' grievances are communicated.

3. Literature Review

A grievance system is an argument resolution instrument that permits explanation of collective bargaining contracts over the life of the agreement (Fryxell and Gordon, 1989). The grievance management system is supposed to help employees to make formal complaints about official acts or omissions where they feel aggrieved (Setsetse, 2008). More specifically, employees may react to perceptions of unfair treatment by engaging in behavior restoring feelings of justice or by leaving the organization (Adams, 1965). Participants experiencing mistreatment have subsequently lower job performance and higher intention to quit participants who do not experience mistreatment (Boswell and Olson-Buchanan, 2004). Overall, in many organizations, when employees experience mistreatment, they can file (Boswell and Olson-Buchanan, 2004). Hence, some organizations have put mechanisms such as grievance, system in place to provide an outlet for employees' voicing the participations of mistreatment (Boswell and Olson-Buchanan, 2004).Many organizations have developed formal and informal programs to ensure that managers understand employee concerns and employees know that managers will hear their voiced concerns (Wilkinson and Fay, 2011). According to the Khan and Taher (2015), grievance can be defined as any discontent or dissatisfaction with any aspect of the organization. It can be real or imaginary, legitimate or ridiculous, written or oral. It must, however, find expression in some form or other.The General Grievance is a grievance that affects a group of employees. The Individual Grievance is a grievance affecting one employee and requires a one-to-one approach

3.1 Sources of Grievances

Khan and Taher (2015) mentioned that grievances may occur for various categories of reasons. Financial sources including salary fixation, wage computation, over time unfairness, bonus injustice, and insufficiency of leave facilities etc. These are sources of group grievances.Working Environment sources like poor working conditions such as building infrastructure, improper ventilation system, defective equipment and machinery, tools, materials, etc. Supervision sources such as the awful approach of the supervisor or manager towards the employees causes individual grievances. Organization sources such as practicing rigid and unfair rules, too much or too less work responsibility, lack of recognition will cause grievances.

3.2 Effects of Grievances

Office of the Director of Equal Opportunity in Public Employment (1996) have mentioned in their Dealing with Employee Work-related Concerns and Grievances,

Policy and Guidelines paper that when employees feel they are experiencing mistreatment from authority then they change their work-related attitudes.As a result, employees' turnover increases. Beside this, some consequences like lower productivity; lower quality of work, product, customer services; distraction from organization goals; loss of confidence & communication between employees, managers and supervisors; low morale and job satisfaction which can lead to industrial problems; increase absenteeism and increase staff turnover; loss of reputation as an employer and service provider; loss of reputation to the employee. Khan and Taher (2015) have mentioned that sensitivity and sympathy are necessary in handling grievances well. It is significant to have the grievances reduced at the level at which they occur.

3.3 Grievance Communication

Differences in demography, personality and attitudinal characteristics have contributed to the variance in employee's grievance filing behavior (Dalton and Todor, 1982). Wage levels, technology, type of work force, company and union organization, and other factors may be more essential than personality variables in union-management relations. These factors, along with others may affect the decision of an employee to initiate or forego the grievance process. On a given incident, an employee's decision to initiate the process does riot then a grievance will formally be filed. Conversely, an employee's decision not to initiate the process does not usually dismiss the possibility that a grievance will be officially filed over the incident. Specifically, union stewards have a variety of discretionary behaviors that affect the employees' propensities in respect to grievance behavior. Individual differences may account for initial decisions to file or not to file. Therefore, individual differences in union stewards affect whether or not a grievance will be formally filed. Moreover, the filing of a grievance may be a direct reflection of an employee's attitude on a given incident (Dalton and Todor, 1982). According to the Bangladesh Bank, Small Enterprise refers to the firm/business which is not a public limited company and complies the criteria those have a fixed other than land & building (BDT) fifty thousand to 1.5 Million and the number of employees is not above fifty.

4. Methodology

The convenience sampling technique has been used in this study. A non-probability sampling technique attempts to obtain a sample of convenient elements. The selection of sampling units is left primarily to the interviewer. Often, respondents are selected because they happen to be in the right place at the right time. This study uses

convenience sampling as it is the least expensive and least time consuming of all sampling techniques (Malhotra and Dash, 2010). A population is the entire set of individuals or objects of interest or the measurements obtained from all individuals or objects of interest (Lind and Marchal, 2010). The target population of this study is all the small industries in Khulna region. Bangladesh Bureau of statistics published districts statistics report in June 2013 for Khulna region. This report has mentioned that 27,597 people are engaged in working with 2,443 industries including rice mills, bakeries, saw mills, wooden furniture, cottage mills, sea foods industries, flour mills etc described in Table 1. The survey has taken such industries around Khulna city. The study has taken 105 samples from 14 industries on the basis of their availability. Taro Yamane (1967; Israel, 1992) provides a simplified formula to calculate sample sizes. This study found more than 25,000 people working in different small industries in Khulna region. Israel (1992) constructed Table 2 and is shown below by the use of this formula to calculate the sample sizes. A 95% confidence level and P = .5 are assumed for the below equation.

$$= 1 + ()$$

Where,

N= Population
1=Constant
e=Degree of error expected
n=Sample Size

The study has found the existence of grievances, communication channel status and outcome of the responses of authority of small industries in Khulna region by descriptive analysis on the basis of primary data. The analysis has been conducted by SPSS (Statistical Package for the Social Sciences) 25 Version.

4.1 Data Analysis

This study has worked on 105 respondents from which majority (76.2%) of the employees of such small industries are male (Table-3).From 105 respondents, most of them (52.38%) are young (Table-4).Most of the respondents quit their job from the current organization within 5 years which is around 50% (Table-5). They found one holiday per week (95.24%) which satisfied labor rules (Table-6).The study has found that around 66% of employees are working more than 48 hours in a week (Table-7).

4.2 Nature and Types of Grievances

Salary & wages are playing the most crucial role for motivation of employees in an organization (Dessler, 2003). The survey found that the majority (more than 50%) of the employees of small industries have been struggling to meet most basic needs. As a result grievance arises because of inadequate salary (Table-8). On Time payment has increased the satisfaction level of employees otherwise it increases grievance. According to Bangladesh Labor Code-2006, Section 123, "The wages of every worker shall be paid before the expiry of the seventh day after the last day of the wage period in respect of which the wages are payable". The study has found more than 66% employees have got their payment on time which has satisfied the labor law and less than 30% have violated labor rules (Table-9). Along with salary and payment time there are no mandatory systems or any written constitution of festival bonuses which increases grievances among employees. More than 50% responses have shown that the organizations have given festival bonuses (Table-10). But performance bonus is never given (78 respondents-74.3%) (Table-11). Performance bonus has been found totally in a terrible condition. It decreases employee's motivation and enhances their grievances. Though the performance bonus is motivating employees and the end result is increasing productivity,this factor is almost absent. More than 65% workers (frequency 72) have not responded which assumes that they have no idea about the fringe benefits system or they aren't given that benefits (Table-12).A workaholic person who compulsively works excessively hard and long hours will be demoralized after a certain period of time. The survey has found 81% of no choice but to work. They have to work which is the most significant cause to increase grievances (Table-13).Bangladesh Labor Code-2006, Section 100 describes daily working hours. It says that no adult worker will ordinarily be required or allowed to work in an establishment for more than eight hours in any day. The survey has found that 58% of total respondents have told that they have a fixed working hour which is more than 48 hours per week.Additionally 28% of them have no fixed working hours without overtime. This extra working hour increases frustration of the employees which increases grievance. Bangladesh Labor code-2006, section 102 also describes that subject to provision of section 108, an adult worker may work for more than forty-eight hours in a week. It has been found that the majority (42.9%) of the workers gets very minimum overtime, and some workers (35.2%) get reasonable overtime(Table-14).Besides, ventilation, lighting, temperature & building condition levels are good (around 55%) (Table-15.a-d).

4.3 Communication Channel

Management shows no concern when the employees quit their job anytime because of dissatisfaction (48 respondents-45.7%) (Table-16). Section 115 of Bangladesh Labor Code 2006 has described that every worker should be entitled to casual leave with full wages for ten days in a calendar year and, it will not be accumulated or carried forward to the succeeding year. Additionally, Section 117 of "Bangladesh Labor Code-2006" describes annual leave with wages. According to this study very few small industries have given casual leave rather than recreation & earned leave (Table-17). This is making the assumption that they don't get such leaves or they have no idea about it which violates the labor code. Written leave rule is very much crucial in structured organization for smooth operation.The study has found that there is no written leave rule in substantial cases in their organization (83 respondents-79%) (Table-18). Most frequently each leave includes casual leave, earned leave and recreation leave. A major portion of the respondents have not responded (more than 85%) (Table-19). It has been found that a large number of respondents (75 respondents-71.4%) haven't taken any initiative to communicate their grievances (Table-20) and there are no such formal systems of communication (95 respondents-90.5%) (Table-21). Some respondents have not responded when the question was about the communication channel. In some special cases when they are feeling to communicate their grievances they directly communicate to the owner of the organization individually and informally due to the absence of any formal communication system (84 respondents-80%) (Table-22).

4.4 Reasons for not Communicating Grievance

Section 33 of Bangladesh Labor Code, 2006 describes grievance procedure. That is the right of employees. There are 75 respondents out of 105 (almost 71%) who have not tried to communicate their grievances to their authority. Among the 75 samples, almost 50% have not responded regarding this issue. So it can be assumed that they might be afraid of or they don't know the procedure. Beside this the survey found that few of the management of such small industries are careless about the grievance of workers within the industry. On the other hand employees don't have any idea about grievance handling procedure due to their lack of awareness (Table 23).

4.5 Management Reaction

Employees can reach their authority directly but they don't get any fruitful solution from them because of the constraint of communication. Most of the respondents have not responded when the question was about the reaction of their management (99

respondents-94.29%) (Table-24). Few of them have replied that the authority heard their problem and assured to solve it, but the rest of them didn't take any action regarding this issue.

5. Hypothesis

5.1 Hypotheses Testing for Amount of Monthly Payment with Practiced Working Hours

The computed Chi-Square Value (Table-25), 20.232 > Critical Value (15.51) has proven that there is enough statistical evidence to reject the null hypothesis and accept the alternative hypothesis. The study has concluded that the amount of monthly payment doesn't increase with the increased working hours.

5.2 Hypotheses Testing for Gender and the Grievance Communication

Here, the computed Chi-Square Value (Table-26), 9.707 > Critical Value (6.635). It Indicates that there is enough statistical evidence to reject the null hypothesis and consequently accept the alternative hypothesis.The study has concluded that gender difference doesn't have any effect on the grievance communication.

6. Findings and Discussion

The study has found that employers preferred male workers more than female workers. This might increase the grievances of female workers. Besides, the job nature of male workers is preferable to employers as they can charge extra work load on them.The study has also found that most of the employees are young. Their ages differ between 15 to 30 years. Employee retention rate is very low in context of service length in an organization. It might be the reason for increasing grievance among them to quit their job within a short time.According to the Bangladesh labor rule 2015, Chapter 9 section 99, excluding the lunch and rest period the working hours should not cross 8 hours per day. But in special cases, including extra compensation benefits they can work within 10 hours per day. But the study found that most of them have worked more than 60 hours per week which means more than 10 hours working per day in a week.

6.1 Findings from Types and Nature of Grievances of the Employees

There are mainly two types of grievances available at a working place; one is general grievance and another is individual grievance.Some positive responses have been found in case of payment time, festival bonus, working environment including ventilation,

temperature, lighting, building condition. So, employees have become satisfied in such area.The study has also found that employees do their work in a risk free environment. So, a risk free working environment has been maintained by most of the industries. Additionally, employees have been moderately satisfied by their workloads with their wages in comparison to their colleagues. Contrarily, a number of employees have struggled to meet their basic needs by their wages. Performance bonus is not given ever in most of the industries. As a result, employees have not been satisfied with their wages and performance bonuses. These might drop down their dynamicity for working motivation and as a result grievances might be increased among them. On the other hand, they have no idea about fringe benefits. In consequence, a majority of respondents have not responded about it. According to the labor law 2006, employees have a right for extra payment which is two times of regular rate. But in that cases they have been deprived because they have no fixed working hours and overtime. This also might increase group grievances. Again, most of the industries have not any leave policy. But according to the labor law every industry should provide mandatory casual leave as well as sick leave. It is frequent that employees have been deprived of their leave system. Because of their lack of clear conception about earned leave and recreation leave, they haven't responded regarding this leave issue. Due to the absence of leave policy, when any worker has taken any leave for emergency purposes, sometimes they have been warned; sometimes they have been fired from their job; sometimes their salary has been deducted. Actually there is an opportunity for arising grievances which has affected their service length.Workers have been satisfied with their payment time, festival bonus, working environment etc. but they have been deprived of their performance bonus, extra working hours without overtime and leave policy. From the hypothesis testing it has been found that the amount of monthly payment doesn't increase with the increased working hours.

6.2 Findings from Communication Channels of Grievance to Management

Labor law 2006, section 33 has described grievance procedure. It has described that any worker, including that worker who has been laid-off, retrenched, discharged, dismissed, removed, or otherwise removed from employment, who has grievance in respect of any matter covered under this chapter, and intends to seek redress thereof under this section, will have to submit his grievance to his employer, in writing, by registered post within thirty days of being informed of the cause of such grievance. If the employer acknowledges receipt of the grievance, then the service by registered post won't be essential. The employer should inquire into the matter as well as give the worker an opportunity of being heard and communicate his decision within fifteen days of receipt of such grievance. It should be in written form. The Labor court should, on receipt of the

complaint hear the parties after giving notice to them and make such orders as it may deem just and proper.The study has found that most of the employees have not taken any initiative to conduct grievances to the authority. Industries have no formal system as well as no designated person to maintain such communication channels for grievances issues. From the hypothesis testing it has been found that gender difference doesn't affect the grievance communication. Due to the absence of a Collective Bargaining Agent (CBA) or Trade Union or any designated person to maintain communication channels, some of the employees have communicated directly to the owner of the industry.

6.3 Finding the Reasons for not communicating Grievance to Management

Because of the lack of awareness, most of the workers have not communicated grievances to management. The study has also found that they have no idea about the grievance handling procedure. Sometimes they have been afraid of their management lest they should lose their jobs. Sometimes the management has been careless about the grievance handling. As a result employees have lost their faith in management. For the ambiguity of labor code to the employees, they haven't felt their right and needs. Due to the indistinct idea, they don't know how to communicate with authority for grievance reduction. The study has assumed that consequences of the mishandling grievances of management might increase their dispirit level for not communicating grievances. In spite of being communicating with the authority, workers did not get any suitable action from them. For that reason they might lose their interest for communicating grievances; they might think that it is useless.

6.4 Findings of Management Responses after Communicating Grievances

Here, no response data rate has been found very high regarding this management response or reaction. It might happen that most of the workers are not interested to answer these questions for the continuous inactive mode of authority such as not taking any action, getting angry, threatening employees and so on. If the management can feel the importance of investigating grievance, then in most of the cases they have to take a role as investigator directly. In some cases, the owner plays that role directly. Due to the absence of any proper communication channel, management has not taken any responsibility to solve these grievances. Sometimes they are informed about it and assured to solve the problem but have not taken any action regarding those issues.

7. Conclusion

This study has highlighted the existence of grievances, communication channel status and the outcome or reaction of the management after conducting grievance communication. Extra working hours, overtime, performance bonuses have been found discontent. The management should take suitable initiatives to reduce these grievances which would increase their working motivation. Since the study has found the lack of awareness among employees and management about their grievances, it would like to recommend that such industries can take any formal policy for handling grievances. Since the study has found that no industries have a communication channel or dedicated person to conduct grievances and the labor laws have not been practiced properly, it would like to recommend that employees should be aware about their grievance procedure particularly for section 33 of labor law 2006. The reactions of authority have not been found satisfactory. Sometimes the management is not concerned if any worker quit his job for grievances. Indeed, the authority should take care about the constructive grievance reduction initiatives which may increase overall productivity of the organization. The findings of this study will not only help the concerned management to be aware of the grievances of employees in small industries in Khulna region but also make the management to know what to do for maintaining employee satisfaction and industrial relations in the small industries. However the findings of the research will give an idea about the grievances situation on such industries. For longitudinal studies this research will assist to find out the grievance redress mechanism on the relationship between management and workers. In future this research will give an opportunity to analyze the psychological impact of employee grievances on the productivity of industries.

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Appendix

Table 1: Sampling at a Glance

SL	Name of the Small Industry	Sample
1	Modhumoti Salt Industries	5
2	Arif Food Products	10
3	Faruk Sea Food	10
4	Green Cottage	8
5	M/S Hoque Trading	10
6	Modern Furniture	10
7	Modhumoti Timber & Saw Mill	4
8	Rahima Rice Mill	5
9	Rupali SeaFood	12
10	Saint Martin Sea Food Ltd.	4
11	Shamim Bekary	3
12	Shapla Rice Mill	5
13	Sohel Food Products	12
14	Shundarban Hard Board Mills Ltd.	7
	Total	**105**

Table 2: Sample Size for ±3%, ±5%, ±7% and ±10% Precision Levels Where Confidence Level is 95% and P=.5

Size of Population	**Sample Size (n) for Precision (e) of:**			
	±3%	**±5%**	**±7%**	**±10%**
500	A	222	145	83
600	A	240	152	86
700	A	255	158	88
800	A	267	163	89
900	A	277	166	90
1,000	A	286	169	91
2,000	714	333	185	95

3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99
15,000	1,034	390	201	99
20,000	1,053	392	204	100
25,000	1,064	394	204	100
50,000	1,087	397	204	100
1,000,00	1,099	398	204	100
>1,000,00	1,111	400	204	100

a=Assumption of normal population is poor (Yamane, 1967). The entire population should be sampled

Table-3: Gender of the Respondent

Gender of the Respondent		
	Frequency	Percent
Male	80	76.2
Female	25	23.8
Total	105	100.0

Table-4: Age of the Respondent

Age of the Respondent		
	Frequency	Percent
Young (15-30 years)	55	52.38
Middle Age(30-45 years)	37	35.24
Old(45-60 years)	13	12.38
Total	105	100.0

Table-5: Length of Service (total in this organization)

Length of Service (total in this organization)		
	Frequency	Percent
Up to 5 years	54	51.43
6 to 10 years	22	20.96
Above 10 Years	23	21.90
No Response	06	5.71
Total	105	100.0

Table-6: Number of Days of Work in a Week of the Respondent

Number of Days of Work in a Week of the Respondent		
	Frequency	Percent
Within 6 days in week	100	95.24
More than 6 days in a week	1	0.95
No Response	4	3.81
Total	105	100.0

Table-7: Hours of Work in a Week

Hours of Work in a Week		
	Frequency	Percent
Up to 48 hours in a week	33	31.43
More than 48 hours in a week	70	66.67
No Response	2	1.90
Total	105	100.0

Table-8: The Amount of Monthly Payment Indicates

Amount of Monthly Payment Indicates		
	Frequency	Percent
Struggle to meet most basic needs	55	52.4
Can just meet basic needs	36	34.3
Can meet the basic needs	14	13.3
Total	105	100.0

Table-9: Monthly Payment Go over the 5th of the Next Month

Monthly Payment Go over the 5th of the Next Month		
	Frequency	Percent
Rarely	70	66.7
Habitually	31	29.5
No response	4	3.8
Total	105	100.0

Table-10: Festival Bonuses

Festival Bonuses		
	Frequency	Percent
Rarely given without any rules and regulation	45	42.9
Usually given, but there is no contractual obligations	60	57.1
Total	105	100.0

Table-11: Performance Bonuses

Performance Bonuses		
	Frequency	Percent
Never given	78	74.3
Sometimes given ad hoc basis	26	24.8
No Response	1	1.0
Total	105	100.0

Table-12: Fringe Benefit Received from Organization

Fringe Benefit Received from Organization		
	Frequency	Percent
No fringe benefit	10	9.52
Medical, Breakfast & Others	15	14.29
Pension & Small Loan	08	7.66
Missing Data/No response	72	68.56
Total	105	100

Table-13: When working extra an hour is required?

When Working Extra an Hour is Required?		
	Frequency	Percent
You have no choice, you have to work in various condition without extra payment	85	80.9
Usually you have no choice, but there is little's extra payment	14	13.3
It is optional and there is extra payment for it	4	3.8
No Response	2	1.9
Total	105	100.0

Table-14: Overtime

Overtime		
	Frequency	Percent
Very minimum, I won't work for it if I am given an option	45	42.9
Reasonable, I extended for an opportunity for working extra hours	37	35.2
No response	23	21.9
Total	105	100.0

Table-15.a: Ventilation

Ventilation		
	Frequency	Percent
Poor	14	13.33
Good	59	56.19
Missing Data/No response	32	30.48
Total	105	100

Table-15.b: Temperature

Temperature		
	Frequency	Percent
Poor	30	28.57
Good	46	43.81
Missing Data/No response	39	37.14
Total	105	100

Table-15.c: Lighting

Lighting		
	Frequency	Percent
Poor	7	6.67
Good	67	63.80
Missing Data/No response	31	29.52
Total	105	100

Table-15.d: Building Condition

Building Condition		
	Frequency	Percent
Poor	13	12.38
Good	60	57.14
Missing Data/No response	31	29.52
Total	105	100

Table-16: Attitude of Management about the Employees

Attitude of Management about the Employees		
	Frequency	Percent
Employees are integral part and important contributor to the organization	17	16.2
Management's responsibility is limited to offering them fare salary	9	8.6
Employees are to be given as minimum as possible so that organizations profit maximized	29	27.6
Employees quit the job any time if they are not happy	48	45.7
No response	2	1.9
Total	105	100.0

Table-17: Leave

Leave Type	Yes (%)	No (%)	No response (%)	Total (%)
Casual Leave	17.1	6.7	76.2	100
Earned Leave	1.9	16.2	81.9	100
Recreation Leave	8.6	13.3	78.1	100

Table-18: Written Leave Rules

Written Leave Rule in Your Organization		
	Frequency	Percent
Yes	15	14.3
No	83	79.0
No Response	7	6.7
Total	105	100.0

Table-19: Leave up to 10 days and more

	Up to 10 days (%)	More than 10 days (%)	No response (%)	Total (%)
Casual Leave with pay	12.38	1.90	85.72	100
Casual Leave without pay	0.95	1.90	97.05	100
Earned Leave	0.95	-	99.05	100
Recreation Leave	6.67	0.95	92.38	100

Table-20: Communication of Grievance

Communication of Grievance		
	Frequency	Percent
Yes	30	28.6
No	75	71.4
Total	105	100.0

Table-21: Formal System of Grievance Communication

Formal System for Communication of Grievance		
	Frequency	Percent
Yes	10	9.5
No	95	90.5
Total	105	100.0

Table-22: Contact Point

Contact Point for Grievance		
	Frequency	Percent
Directly owner	16	15.2
Through supervisor to the owner	4	3.8
Through informal channel like another person to the owner	1	1.0
No Response	84	80.0
Total	105	100.0

Table-23: Reasons for not Communication Grievance

Reasons for Not Communicating Grievance to the Management		
	Frequency	Percent
Lack of awareness regarding this issue	15	20
They are afraid of Authority	4	5.33
Management are careless	11	14.67
Employees are satisfied	8	10.67
Missing Data/No response	37	49.33
Total	75	100

Table-24: Employee Explanation

Employee Explanation		
	Frequency	Percent
Owner don't take any action	4	3.81
Management threaten employee	2	1.90
Missing Data/No response	99	94.29
Total	105	100

Table-25: Chi-Square ($\chi 2$) Tests

Chi-Square ($\chi 2$) Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.232[a]	8	.009
Likelihood Ratio	23.236	8	.003
Linear-by-Linear Association	.264	1	.607
N of Valid Cases	105		

Table-26: Chi-Square ($\chi 2$) Tests

Chi-Square ($\chi 2$) Tests					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	9.707[a]	1	.002		
Continuity Correction[b]	8.191	1	.004		
Likelihood Ratio	12.465	1	.000		
Fisher's Exact Test				.002	.001
Linear-by-Linear Association	9.615	1	.002		
N of Valid Cases	105				

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