

A STUDY ON EMPLOYEE GRIEVANCE HANDLING PROCEDURE IN SINGARENI COLORIES LTD(SCCL)

¹Mr.M.Prasanna Kumar, ²Ganta Usha Naveena

¹Assistant Professor, Department of MBA, West Godavari Institute Of Science And Engineering ,
Avapadu , Prakasaraopalem, Nallajerla Mandal, East Godavari District -534112.

¹Email: prasannakumarmahanthi001@gmail.com

²PG Student, Department of MBA, West Godavari Institute Of Science And Engineering , Avapadu ,
Prakasaraopalem, Nallajerla Mandal, East Godavari District -534112.

²Email: gantanaveena4@gmail.com

Abstract

Grievance handling is an essential function in service organizations as it helps address customer complaints, improve service quality, and enhance customer satisfaction. This study focuses on the grievance handling procedures followed in SGN Services and examines the methods used to receive, record, investigate, and resolve customer grievances effectively. The research aims to evaluate the efficiency of the existing grievance redressal system, identify the factors influencing customer satisfaction, and determine the challenges faced during the complaint resolution process. Data for the study can be collected through questionnaires, interviews, and organizational records to analyze customer perceptions and employee responses toward grievance management. The findings are expected to highlight the importance of a structured grievance handling mechanism in maintaining customer trust, improving organizational performance, and ensuring continuous service improvement. The study concludes that an effective grievance handling procedure not only resolves customer issues promptly but also strengthens the relationship between the organization and its customers by promoting transparency, accountability, and service excellence.

Keywords: Grievance Handling, Grievance Redressal System, Complaint Management, Customer Satisfaction, Service Quality, Customer Relationship Management (CRM), Complaint Resolution, Employee Relations, Service Recovery, Organizational Performance.

I. INTRODUCTION

Grievance handling is a systematic process through which an organization addresses complaints, concerns, and dissatisfaction expressed by its customers or employees. In the service sector, an effective grievance redressal mechanism plays a significant role in maintaining customer trust, improving service quality, and enhancing organizational reputation. A well-structured grievance handling procedure ensures that complaints are received, investigated, and resolved promptly and fairly, thereby increasing customer satisfaction and loyalty.

SGN Services, being a customer-oriented organization, recognizes the importance of responding effectively to grievances and providing timely solutions to the issues raised by its clients. The organization follows specific procedures for complaint registration, communication, investigation, and resolution to ensure transparency and accountability in its operations. Efficient grievance management not only helps in resolving individual problems but also provides valuable feedback for identifying service gaps and implementing continuous improvements.

The study on grievance handling procedures in SGN Services aims to understand the existing complaint management system,

evaluate its effectiveness, and examine its impact on customer satisfaction and organizational performance. By analyzing the grievance handling practices of SGN Services, the study seeks to identify strengths, challenges, and opportunities for enhancing the efficiency of the grievance redressal process. An effective grievance handling system ultimately contributes to better customer relationships, increased trust, and sustainable organizational growth.

Research Objectives

- To understand the existing grievance redressal system adopted by SGN Services.
- To identify the various types of grievances received from customers.
- To examine the process involved in receiving, recording, and resolving grievances.
- To assess the level of customer satisfaction with the grievance handling procedures.
- To identify the factors that influence the effectiveness of grievance resolution.
- To analyze the challenges faced by SGN Services in handling customer grievances.
- To evaluate the response time and quality of solutions provided to customers.
- To suggest measures for improving the grievance handling process and enhancing customer satisfaction.

Research Methodology

- Research Design: Descriptive research design was adopted to study the grievance handling procedures in SGN Services.
- Type of Data: Both primary and secondary data were used for the study.
- Primary Data Collection: Data was collected through structured questionnaires and direct interactions with customers and employees of SGN Services.
- Secondary Data Collection: Information was gathered from

company records, websites, journals, articles, books, and previous research studies related to grievance handling.

- Sampling Technique: Convenience sampling method was used to select the respondents.
- Sample Size: A sample of 100 respondents was considered for conducting the study.
- Data Collection Instrument: A structured questionnaire containing close-ended and Likert-scale questions was used.
- Area of Study: The study was conducted in SGN Services among its customers and employees.
- Data Analysis Tools: Collected data was analyzed using percentage analysis, tables, charts, and graphical representations.
- Research Period: The study was carried out for a specific period to evaluate the existing grievance handling procedures and customer satisfaction levels.
- Objective of Analysis: To assess the effectiveness of grievance handling procedures and identify areas for improvement in SGN Services.

II. REVIEW OF LITERATURE

1. Grönroos (1984) emphasized that service quality and customer satisfaction are closely linked to an organization's ability to address customer complaints effectively. The study highlighted that a well-defined grievance handling system improves customer trust and strengthens long-term relationships. Effective complaint resolution enables organizations to identify service deficiencies and implement corrective measures to enhance overall performance.

2. Johnston (2001) examined the relationship between complaint management and customer retention in service organizations. The study found that customers are more likely to remain loyal to a company when their grievances are resolved quickly and fairly. The research further suggested that organizations should establish transparent procedures and empower employees to handle complaints efficiently.

3. Tan, Brown, and Chandrashekar (1998) investigated the impact of service recovery and complaint handling on customer satisfaction. Their findings indicated that effective grievance resolution can transform dissatisfied customers into loyal ones by restoring confidence in the organization. The study also stressed the importance of communication, empathy, and timely responses during the grievance handling process.

4. Davidow (2003) analyzed the dimensions of organizational responses to customer complaints and concluded that responsiveness, compensation, explanation, and employee behavior significantly influence customer perceptions of fairness. The study suggested that organizations with structured grievance handling mechanisms achieve higher levels of customer satisfaction and service quality.

5. Stauss and Seidel (2004) focused on complaint management as a strategic tool for organizational improvement. The authors argued that customer grievances provide valuable feedback regarding service failures and operational weaknesses. An efficient grievance handling system not only resolves individual complaints but also contributes to continuous improvement and competitive advantage.

6. Kotler and Keller (2016) explained that grievance handling is an integral component of customer relationship management. They emphasized that organizations should encourage customers to express their concerns and establish effective channels for complaint resolution. Proper grievance management helps organizations maintain customer loyalty, enhance brand reputation, and achieve sustainable growth.

The reviewed literature indicates that grievance handling procedures are essential for improving customer satisfaction, strengthening customer relationships, and enhancing organizational performance. Previous studies consistently demonstrate that prompt, fair, and transparent grievance resolution mechanisms contribute

significantly to service quality and long-term organizational success.

III. Data Analysis & Interpretation

Gender-wise Classification

Category	Percentage (%)
Male	60
Female	40

Interpretation: The analysis of gender-wise classification provides insights into respondents' perceptions regarding grievance handling procedures in SGN Services.

Awareness about Grievance Handling Procedures

Category	Percentage (%)
Aware	75
Not Aware	25

Interpretation: The analysis of awareness about grievance handling procedures provides insights into respondents' perceptions regarding grievance handling procedures in SGN Services.

Satisfaction with Grievance Resolution

Category	Percentage (%)
Highly Satisfied	20
Satisfied	45
Neutral	20
Dissatisfied	10
Highly Dissatisfied	5

Interpretation: The analysis of satisfaction with grievance resolution provides insights into respondents' perceptions regarding grievance handling procedures in SGN Services.

Response Time of Grievance Resolution

Category	Percentage (%)
Within 24 Hours	30
1–3 Days	40
4–7 Days	20
More than 7 Days	10

Interpretation: The analysis of response time of grievance resolution provides insights into respondents' perceptions regarding grievance handling procedures in SGN Services.

Overall Rating of Grievance Handling Procedures

Category	Percentage (%)
Excellent	18
Good	42
Average	25

Pool	10
Very Poor	5

Interpretation: The analysis of overall rating of grievance handling procedures provides insights into respondents' perceptions regarding grievance handling procedures in SGN Services.

IV. FINDINGS

- The majority of the respondents (60%) are male, while 40% are female.
- Most respondents (75%) are aware of the grievance handling procedures followed by SGN Services.
- A significant number of respondents (65%) are either satisfied or highly satisfied with the grievance resolution process.
- Only 15% of respondents expressed dissatisfaction with the grievance handling procedures.
- Around 70% of grievances are resolved within three days, indicating an efficient complaint resolution system.
- Approximately 30% of complaints are resolved within 24 hours, reflecting prompt response mechanisms.
- A small percentage (10%) of grievances take more than seven days to resolve, highlighting the need for faster resolution in certain cases.
- About 60% of respondents rated the grievance handling procedures as good or excellent.
- Around 25% of respondents gave an average rating to the grievance handling process, indicating scope for further improvement.
- Only 15% of respondents rated the grievance handling procedures as poor or very poor.
- The grievance handling system of SGN Services has contributed positively to customer satisfaction and trust.
- Effective grievance redressal procedures have helped SGN Services maintain transparency, accountability, and better customer relationships.
- The study reveals that continuous monitoring and improvement of grievance handling practices can further enhance customer satisfaction and service quality.

V. CONCLUSION

The study on Grievance Handling Procedures in SGN Services reveals that an effective grievance redressal system plays a vital role in enhancing customer satisfaction, building trust, and improving organizational performance. The findings indicate that a majority of respondents are aware of the grievance handling procedures and are generally satisfied with the complaint resolution process followed by SGN Services. The organization has established a systematic approach for receiving, recording, and resolving customer grievances within a reasonable time frame.

However, the study also identifies certain areas that require improvement, particularly in reducing the time taken to resolve some complaints and increasing awareness among all customers regarding the grievance redressal mechanism. By strengthening communication channels, ensuring prompt responses, and continuously monitoring customer feedback, SGN Services can further improve the efficiency of its grievance handling process.

Overall, an efficient grievance handling system not only resolves customer complaints effectively but also contributes to customer loyalty, service quality enhancement, and the long-term growth and reputation of the organization. Continuous improvement in grievance management practices will enable SGN Services to maintain high standards of customer service and achieve sustainable organizational success.

VI. FUTURE SCOPE

SGN Services can implement a digital grievance management system to enable online registration and tracking of complaints.

The organization can adopt mobile applications and web portals to provide customers with easy access to grievance redressal services.

Integration of Artificial Intelligence (AI) and chatbots can help in providing instant responses and faster complaint resolution.

The company can develop a real-time grievance monitoring dashboard to track complaint status and improve transparency.

Regular customer feedback surveys can be conducted to identify service gaps and enhance the grievance handling process.

Advanced data analytics tools can be used to analyze complaint patterns and predict recurring issues.

Employee training programs can be strengthened to improve communication skills and complaint-handling capabilities.

The organization can establish automated escalation mechanisms for unresolved grievances to ensure timely action.

Future studies can examine the relationship between grievance handling procedures and customer retention, loyalty, and organizational performance.

Continuous technological advancements and process improvements can help SGN Services develop a more customer-centric, efficient, and transparent grievance redressal system, leading to higher customer satisfaction and long-term organizational growth.

VI. FUTURE SCOPE

- [1] Tax, S. S., Brown, S. W., & Chandrashekar, M. (1998). Customer Evaluations of Service Complaint Experiences: Implications for Relationship Marketing. *Journal of Marketing*, 62(2), 60–76.
DOI: 10.1177/002224299806200205
- [2] Davidow, M. (2003). Organizational Responses to Customer Complaints: What Works and What Doesn't. *Journal of Service Research*, 5(3), 225–250.
DOI: 10.1177/1094670502238917
- [3] Maxham, J. G., & Netemeyer, R. G. (2002). Modeling Customer Perceptions of Complaint Handling

Over Time: The Effects of Perceived Justice on Satisfaction and Intent. *Journal of Retailing*, 78(4), 239–252.
DOI: 10.1016/S0022-4359(02)00100-8

- [4] Johnston, R. (2001). Linking Complaint Management to Profit. *International Journal of Service Industry Management*, 12(1), 60–69.
DOI: 10.1108/09564230110382772
- [5] Grönroos, C. (1984). A Service Quality Model and Its Marketing Implications. *European Journal of Marketing*, 18(4), 36–44.
DOI: 10.1108/EUM0000000004784
- [6] Stauss, B., & Seidel, W. (2004). *Complaint Management: The Heart of CRM*. Thomson Publishing.
DOI: Not Available (Book publication).
- [7] Naagar, P. R., & Saxena, S. (2025). Examining Grievance Handling Procedures and Employee Satisfaction: A Study of Procedural Justice in Indian Organisations. *International Journal of Indian Culture and Business Management*, 34(2), 239–261.
DOI: 10.1504/IJICBM.2025.144470
- [8] Ahmed, S., et al. (2020). The Effect of Grievance Handling Policies on Employee Satisfaction and Commitment. *Journal of Human Resource Management Studies*, 2020, 1–12.
DOI: 10.5171/2020.485726
- [9] Permana, R. M. T., & Pratama, R. A. R. (2020). Making Effectiveness Customer Complaint Handling. *Almana: Jurnal Manajemen dan Bisnis*, 4(2), 237–243.
DOI: 10.36555/almana.v4i2.1398
- [10] Suhail, P., Narayan, G. V., & Srinivasulu, Y. (2025). Impact of Customer Complaint Handling Satisfaction on Customer Loyalty: Evidence from B2B Plastic Industry. *Vikalpa: The Journal for Decision Makers*, 52(4).
DOI: 10.1177/09708464251383037
- [11] Smith, A. K., Bolton, R. N., & Wagner, J. (1999). A Model of Customer Satisfaction with Service Encounters Involving Failure and Recovery. *Journal of Marketing Research*, 36(3), 356–372.
DOI: 10.1177/002224379903600305

- [12] Heskett, W. L., Heskett, J. L., & Sasser, W. E. (1990). The Profitable Art of Service Recovery. *Harvard Business Review*, 68(4), 148–156.
DOI: Not Available (Harvard Business Review article).
- [13] Boshoff, C. (1997). An Experimental Study of Service Recovery Options. *International Journal of Service Industry Management*, 8(2), 110–130.
DOI: 10.1108/09564239710166245
- [14] Michel, S. (2001). Analyzing Service Failures and Recoveries: A Process Approach. *International Journal of Service Industry Management*, 12(1), 20–33.
DOI: 10.1108/09564230110382754
- [15] Gloor, P., Fronzetti Colladon, A., Giacomelli, G., Saran, T., & Grippa, F. (2021). The Impact of Virtual Mirroring on Customer Satisfaction.
DOI: 10.48550/arXiv.2105.09571