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## EMPLOYEES GRIEVANCES: WITH SPECIAL REFERENCE TO SOFTWARE SECTOR IN BANGALORE CITY

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*Review of Literature, Results and Discussions.*

### INTRODUCTION EMPLOYEES GRIEVANCES:

For the past some time it had been noted that in disguise of unions/associations employees of the company are writing letters to outside authorities including high dignitaries and political leaders. This practice is considered to be against under the code of conduct in service rules of employees. Therefore it is advisable to the employees to take precautions in this matter. Notwithstanding the company management is sincerely concerned to the genuine grievance of the employees as it believe that employees grievances are main field. According to the George Francis, "Employees grievances are the complaints that are not attended by the management which becomes grievances".

Under the Industrial

### ABSTRACT

The employee grievances are identified with the agreement, work govern or direction, arrangement or technique, wellbeing and security control, past work on, changing the social standards singularly, singular exploitation, wage, reward, and so forth. Here, the demeanor with respect to administration in their push to comprehend the issues of workers and resolve the issues genially have better likelihood to keep up a culture of elite. Chiefs can be hesitant players

in the question procedure, particularly when representative execution is at issue and results may force critical expenses on bosses. Most research has taken the worker point of view, and more consideration is required with respect to the part of administrators and the outline and operation of grievance procedures that are reasonable for all gatherings. This article is to concentrate the worker grievances in programming segment in a Bangalore city.

**KEYWORDS:** Employees Grievances,

psychology the physical and mental and social conditions in which people work are analyzed to suggest improvements in them. The primary aim is to create anxiety. If the work environment is congenial, fatigue, monotony and boredom are minimized and work performance can be maximized and then the grievances can also be minimized. A complaint of one or more workers in respect of wages, allowances conditions of work and interpretations of services stipulations and conveying such area as our time leave, transfer promotions, sincerity job assignment and termination of service.

Review of Literature:

Lydia Sylvia Danku et al (2015), their study revealed that this procedure is every effective and management attached seriousness to decisions emanating from it. Hence employees also have some level of trust in the grievance procedure in the educational service. The study concludes that seminars should be organize for management team members to beef up their capacity in grievance management and grievances handling should be introduce at colleges to equip the trainees.

Dr.V.Mohana Sundaram(2014), in his study identifies the most common employers complaints are wage & salary, working condition, promotion, unfair management practices and safety & health violations. The study also looks at the nature of grievances, cause of grievances, grievance handling factor and grievance handling procedure of Hema Engineering. The study indicates that employers should predict and spot the grievances among employees at earliest at lower level itself.

M.R. Vidhya, highlights that employees have faced grievance at one point of time. But only half of them have expressed it. ITES employees grievance is regarding their allocation of OT and Sunday work, and the second major grievance is Pay or incentives. As their pay is linked to their performance it adds to their pressure, fuelling up the issue. One interesting outcome of the study is that their immediate superior actively listens to their grievances. By training superiors to handle those grievances effectively will help a lot for the company. Proper grievance handling checks expensive employee turnover. The major grievance of employees is with regard to the workflow and procedure, and this can be resolved if employees are also involved in planning the workflow. Instead of going through formal channels they prefer carrying their grievance thro word of mouth(72%) . The reason may be either due to friendly environment created by ITES companies, or the employees do not want to make record of their grievance through formal channels.

Zulkiflee Bin Daud et al(2011), watched that the aftereffect of variable investigation uncovers that the grievance taking care of styles utilized by chiefs as a part of this review are incorporating, bargaining and ruling. By and large, the review uncovers that extraversion is contrarily and altogether impacts the determination of coordinating style. Scruples contributes altogether to the expectation of commanding style. At long last, passionate security is decidedly and altogether impacts trading off style in taking care of grievances.

### **STATEMENT OF THE PROBLEM:**

Grievance emerges of the disappointment of the worker. Discontent of disappointment emerging out of anything associated with any part of the association prompts to grievances. In LACS Company there are grievances taking care of component by which every one of the issues are unraveled adequately. This grievance taking care of framework helps the workers to ventilate their disappointment and get their worry unraveled instantly. A grievance is indication of representative discontent or disappointment with his employment or his association with his partners.

### **OBJECTIVES OF THE STUDY:**

- 1.To study the employee, employer relations job satisfaction training facilities in the organization, career development and responsibility of company towards employee in ILACS technologies.
- 2.To study the performance appraisal recognition of employees management in the organization department coordination in ILACS technologies.
- 3.To study the team work equality employee responsibility of the organization superior subordinates relations in ILACS technologies.

## RESEARCH METHODOLOGY:

The study is undertaken both primary and secondary sources of data and information. For secondary sources of data and information mere reliance is placed on available standards literature comprising referred journals, articles, books, magazines, news papers etc., but primary sources of data have been collected by using a questionnaire through the ILACS technologies. A sample of 110 respondents has been collected the employee engagement. A questionnaire had been prepared to collect the necessary information the employees of ILACS technologies. The questionnaires were selected in order to establish better understanding between the employees and researcher using the stratified sampling. The questionnaire consists of questions included to various aspects of employees such as employee, employer relationship, training, job satisfaction and career development, recognition of employees, management, team work, respect, responsibility of company, performance appraisals, department coordination, equality, and superior treatment, care was taken to see that information gathered was valid and reliable.

## RESULTS AND DISCUSSION:

### Perceptions across Age:

On the basis of the age the employee are divided into three groups. The employees of the age below 35 years come under group-I, employee of age 36-55 years come under group-II and the employees of age more than 55 years come under group – III. The mean value of the three groups was tested for significance by employing 'F' test. The following hypothesis is formulated.

### Hypothesis -1

There would be no significant influence of "age" on employee grievance in ILACS Technologies.

Table no.1 shows that all variables are not significant at 0.05 level except 3 variables such as performance appraisal and team work. Hence the above hypothesis 1 is accepted it is concluded that age has no significant influence on all the above variables except three variables.

### Perceptions across Gender:

On the basis of gender, the employees are divided into two groups. That is male and female.

### Hypothesis-2

There would be no significant influence of "gender" on employee grievance in ILACS Technologies.

The table no.2 explains that all variables are not significant at 0.05 level except two variables responsibility of company and team work. Hence above hypothesis -2 is accepted. It is concluded that gender has no significant influence on the above variables. Except two variables responsibility of company and team work

### Perception across Marital Status:

On the basis of marital status the employees are divided into two groups. That is single and married. The single employees are come under group-I and married employees are comes under group – II

### Hypothesis – 3

There would be no significant influence of "marital status" on employee grievance in ILACS Technologies.

The table no.3 shows that all variables are not significant at 0.05 level except one variable i.e., team work. Hence the hypothesis -3 is accepted it is concluded that marital status has no significance value on the above variables except one variable that is team work.

### Perception across Academic Qualifications:

On the basis of academic qualifications the employees are divided into three groups i.e., Diploma, B-tech and M.Tech.

**Hypothesis - 4**

There would be no significant influence of “academic qualifications” on employee grievance in ILACS Technologies.

The no.4 table shoes that eight variables such as job satisfaction, training, responsibility of the company, performance appraisal, respect and responsibility of the company are significant at 0.01 level. Hence the hypothesis -4 is rejected. It is concluded that academic qualifications had a significant influence on the above variables.

The table no.4 represents seven variables such as employee-employer relations career development, department, coordination, recognition of employees, team work, equality and superior treatment are not significant at 0.05 level. Hence hypothesis -4 is accepted. It is concluded that academic qualifications has no significant influence on above variables.

**PERCEPTION ACROSS DEPARTMENT:**

On the basis of department the employees are divided into five groups. They are information technology, engineering, finance, quality control and other departments. The employee of IT comes under group –I, the employees of the engineering comes under group-II, the employees of finance comes under group-III, the employees of quality control comes under group-IV, the employees of Department comes under group-V.

**HYPOTHESIS-5**

There would be no significant influence of ‘Department’ on employee grievance in ILACS Technologies. The above table no.5 explains all the variables are not significant at 0.05 level expect one variables such as employee-employer relations. Hence the hypothesis -5 is accepted. It is conclude that department has no significant influence on the above variables.

**Perception across Designation of the Employees:**

On the basis of designation the employees are divided into two groups. That is employees and supervisor. The employees comes under group-I and supervisors are comes under group-II.

**HYPOTHESIS-6**

There would be no significant influence of “Designation” on employee grievance in ILACS Technologies.

The table no.6 explains that 9 variables are not significant at 0.05 level Hence the hypothesis -6 is accepted. It is conclude that designation has no significant influence on the above nine variables.

The table no.6 shows that 5 variables are significant at 0.01 level such as responsibility of company, responsibility of organization, employee- employer relations and job satisfaction. Only one variable is significant at 0.05 level that is superior treatment. Hence above hypothesis -6 is rejected. It is conclude that designation had a significance influence in the above variables.

The table no.6 shows that five variables are significant at 0.01 level such as responsibility of company, responsibility of organization, employee-employer relations and job satisfaction. Only one variable is significant at 0.05 level that is superior treatment. Hence above hypothesis -6 is rejected. It is conclude that designation had a significance influence in the above variables.

**Perception across Job Tenure:**

On the basis of job tenure, the employees are divided into five groups. That is below two years, 2-5 years, 5-7 years, 7-10 years and more than 10 years are comes under group –I, II, III, IV and V respectively

**HYPOTHESIS -7**

There would be no significant influence of “job tenure” on employee grievance in ILACS Technologies.

The table no. 7 describes that employee employer relations, and job satisfaction are significant at 0.01 level. Three variables such as performance appraisals, respect and team work are significant at 0.05 level. Hence the above hypothesis is rejected. It is concluded that job tenure has a significant influence on the above five variables.

The table no.7 shows that nine variables are not significant at 0.05 level. Hence the above hypothesis is accepted. It is concluded that job tenure has no significant on above variables such as reorganization of employee, training, career development, responsibility of company, management, department coordination, equality, responsibility of organization and superior treatment.

#### **PERCEPTION ACROSS SALARY:**

On the basis of salary, the employees are divided into four groups. That is below 10,000, 10,000-20,000, 20,000-30,000 and more than 30,000 are comes under group – I, II, I, II and IV.

#### **HYPOTHESIS -8**

There would be no significant influence of “Salary” on employee grievance in ILACS Technologies.

The table no.8 shows that six variables are significant at 0.01 level and 0.05 level. Hence the hypothesis - 5 is rejected. It is concluded that salary has significant influence on the above variables.

The table no.8 shows that nine variables are not significant at 0.05 level such as employee-employer relations, recognition of employees training, career development responsibility of organization, team work, equality, and superior treatment. Hence above hypothesis -5 is accepted. It is conclude that salary has no significant influence in the above variables.

#### **MAJOR FINDINGS OF THE STUDY:**

1. There is a significant influence (0.01) of age on performance appraisals, team work and total employee grievances i.e., employees above 50 years are more affected on employee grievances when compared with the employees below 35 years and employees between 36-50 years in ILACS Technologies Bangalore.
2. There is a 0.01 level significant influence of gender on responsibility of the company that us female employees are more affected on employee grievances when compared with the male employees in the organization.
3. There is a 0.01 level significant influence of gender on team work of the company that is male employees are more affected on employee grievances when compared with the female employees in ILACS Technologies Bangalore.
4. There is a 0.05 level significant influence of marital status on team work of the company that is unmarried employees are more affected on employee grievances when compared with the married employees in the company.
5. There is a 0.01 level significant influence of academic qualifications on job satisfaction and management that is employees of m-tech qualifications are more affected on employee grievance when compared with the employees of diploma and b-tech qualifications in ILACS Technologies Bangalore.
6. There is a 0.05 level significant influences of academic qualifications on training responsibility of the company, respect and performance appraisal that is employees of m-tech qualifications are more affected on employee grievances when compared with the employees diploma and b-tech qualifications in the organization.
7. There is a 0.05 level significant influences of department on employee relationship and total employee grievance that is employee of other departments are more affected on employee grievance when compared with the employees of information technology, finance, engineering and quality departments in ILACS Technologies Bangalore.
8. There is a 0.01 level significant influences of designation on employee employer relationship, job satisfaction, respect, responsibility of the organization. Total employee grievances i.e., supervisors are more affected on employees grievances when compared with the workers in ILACS Technologies Bangalore.
9. There is a 0.01 level significant influences of designation on superior treatment i.e., supervisors are more affected on employee grievances when compared with the workers ILACS Technologies Bangalore.

10. There is a 0.01 level significant influences of job tenure on employee employer relationship job satisfaction, teamwork, and total employees grievances i.e., employee who have experience above ten years are more affected on employee grievance when compared with the employees who have experience below 2 years, 2 to 5 years, 5 to 7 years, and 7 to 10 years in ILACS Technologies Bangalore.

11. There is a 0.01 level significant influences of job tenure on performance appraisals and respect i.e., employees who have experience above ten years are more affected on employee grievance when compared with the employees who have experience below 2 years, 2 to 5 years, 5 to 7 years, and 7 to 10 years in ILACS Technologies Bangalore.

12. There is a 0.01 level significant influences of salary on job satisfaction, responsibility of the company and total employee grievances i.e., employees who can earn above 30,000 are more affected on employee grievance when compared with the employees who earn between 10,000 to 20,000 and between 20,000 to 30,000 in ILACS Technologies Bangalore.

13. There is a 0.05 level significant influences of salary on job satisfaction, responsibility of the company and total employee grievances i.e., employees who can earn above 30,000 are more affected on employee grievance when compared with the employees who earn between 10,000 to 20,000 and between 20,000 to 30,000 in ILACS Technologies Bangalore.

### SUGGESTIONS:

1. The employees who are below 35 years should be appraised more in order to motivate them to improve their performance. So that the employees might be satisfied.

2. The female employees should be given prominences in order to reduce the grievances among them. The company should be more responsible towards female employees.

3. The employees who are having higher educational qualifications will perform better when compared to remaining employees. So that the educational qualifications of the employees will be increased in the organization.

4. The salary of the employees who are earning between 10,000 to 20,000 should be increased in order to meet the expenses as per the cost of living in Bangalore.

5. The unmarried employees are more engaged when compared to the married employees. So the unmarried employees should be given priority in choosing the specified work.

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**Table No.1**  
**Influence of age on Employee Grievance in ILACS Technologies Bangalore.**

S.No	Variables	Mean			Standard Deviation			F-Value
		I	II	III	I	II	III	
1	Employer Employee Relations	30.130	28.620	31.760	6.489	0.880	5.380	2.407@
2	Job Satisfaction	55.430	57.160	57.150	5.892	6.431	6.221	1.001@
3	Training	19.450	19.320	19.300	3.210	3.424	2.963	0.023@
4	Career Development	9.350	10.380	10.090	2.359	2.086	2.037	2.296@
5	Responsibility of Company	27.380	29.460	28.520	5.138	6.044	6.089	1.272@
6	Performance Appraisal	23.700	26.590	28.188	5.945	5.123	5.114	6.462**
7	Recognition of Employees	11.780	11.350	12.000	2.769	2.690	3.345	0.449@
8	Management	13.330	14.000	13.970	2.939	4.116	3.117	0.473@
9	Department Coordination	18.130	18.860	18.850	3.131	3.146	2.526	0.774@
10	Team Work	53.800	54.920	58.000	6.048	4.873	5.668	5.398*
11.	Respect	12.450	12.780	14.030	4.070	3.881	3.712	1.660@
12	Equality	12.250	12.220	12.940	2.560	2.830	2.449	0.838@

\*Indicates significant at 0.05 level  
 significant level at 0.05 level

\*\*Indicates significant at 0.01 level

@Indicates

**Table No.2**  
**Influence of "Gender" on Employee Grievance in ILACS Technologies Bangalore**

S.No	Variables	Mean		Standard Deviation		T-Value
		I	II	I	II	
1.	Employer Employee Relations	29.590	30.980	6.160	5.820	1.161@
2.	Job Satisfaction	56.070	57.290	6.215	6.108	1.002@
3.	Training	19.190	19.660	3.069	3.388	0.747@
4.	Career Development	10.010	9.760	2.213	2.200	0.593@
5.	Responsibility of Company	27.650	29.710	5.888	5.358	1.829**
6.	Performance Appraisal	26.140	25.800	5.902	5.409	0.301@
7.	Recognition of Employees	12.030	11.150	2.915	2.8600	1.546@
8.	Management	13.380	13.160	3.127	3.754	0.320@
9.	Department Coordination	18.420	18.880	2.856	3.148	0.872@

10.	Team Work	56.360	53.880	5.874	5.335	2.218*
11.	Respect	12.680	13.630	3.558	4.454	1.235@
12.	Equality	12.360	12.590	2.706	2.490	0.430@
13.	Responsibility Organization	44.960	46.390	7.523	7.304	0.977@
14.	Superior Treatment	10.960	10.710	2.488	2.552	0.503@

\*Indicates significant at 0.05 level  
significant level at 0.05 level

\*\*Indicates significant at 0.01 level

@Indicates

**Table No.3**  
**Influence of "Marital status" on employee grievance in ILACS Technologies Bangalore.**

S.No	Variables	Mean		Standard Deviation		T-Value
		I	II	I	II	
1.	Employer Employee Relations	30.460	29.920	5.808	6.205	0.451@
2.	Job Satisfaction	56.540	56.520	6.581	5.990	0.014@
3.	Training	19.790	19.130	3.130	3.211	1.053@
4.	Career Development	9.540	10.130	2.315	2.124	1.346@
5.	Responsibility of Company	28.410	28.420	5.915	5.714	0.011@
6.	Performance Appraisal	28.820	26.680	6.047	5.432	1.646@
7.	Recognition of Employees	11.330	11.900	2.737	3.005	0.978@
8.	Management	14.330	13.420	3.459	3.366	1.344@
9.	Department Coordination	17.970	18.930	2.987	2.915	1.630@
10.	Team Work	53.820	56.320	5.707	5.666	2.211*
11.	Respect	13.100	13.000	3.705	4.064	0.131@
12.	Equality	12.717	12.270	2.486	2.688	0.961@
13.	Responsibility Organization	44.280	46.150	6.996	7.641	1.266@

\*Indicates significant at 0.05 level  
significant level at 0.05 level

\*\*Indicates significant at 0.01 level

@Indicates

**Table No.4**  
**Influence of age on Academic qualifications in ILACS Technologies Bangalore.**

S.No	Variables	Mean			Standard Deviation			F-Value
		I	II	I	II	I	II	
1.	Employer Employee Relations	29.020	30.370	31.710	7.070	4.724	4.873	1.992@
2.	Job Satisfaction	54.580	57.410	59.030	6.226	5.898	5.363	5.905**
3.	Training	18.880	18.930	20.550	3.312	3.075	2.827	3.104*
4.	Career Development	9.560	10.330	10.160	2.062	1.941	2.583	1.376@
5.	Responsibility of Company	27.350	28.150	30.450	5.663	5.538	5.749	2.967*
6.	Performance Appraisal	25.330	29.020	28.290	5.887	5.898	4.900	3.697*
7.	Recognition of Employees	11.460	11.520	12.260	2.740	2.622	3.415	0.792@
8.	Management	12.960	13.040	15.680	3.389	2.955	3.135	7.787**
9.	Department Coordination	18.480	18.190	19.130	3.623	3.137	3.191	0.798@
10.	Team Work	55.620	54.630	55.840	6.139	5.894	5.139	0.359@
11.	Respect	12.250	12.740	14.610	3.880	4.119	3.451	3.810@
12.	Equality	1.380	12.560	12.450	2.328	2.979	2.827	0.037@

\*Indicates significant at 0.05 level  
 significant level at 0.05 level

\*\*Indicates significant at 0.01 level

@Indicates

**Table No.5**  
**Influence of "Department" on employee grievance in ILACS Technologies Bangalore.**

S.No	Variable	Mean					Standard Deviation					f-value
		I	II	III	IV	V	I	II	III	IV	V	
1	Employer Employee Relations	28.270	29.840	32.180	32.000	33.110	6.360	6.078	3.763	6.231	3.919	2.401*
2	Job Satisfaction	55.590	57.810	60.090	54.330	56.440	6.000	6.615	5.839	6.278	3.167	2.141@
3	Training	19.410	18.650	20.820	19.670	19.220	3.106	3.220	3.311	3.087	3.456	1.017@
4	Career Development	10.290	9.840	9.450	9.220	10.440	2.194	2.354	2.252	1.896	2.186	1.007@
5	Responsibility of Company	27.950	28.480	30.820	27.830	28.560	5.626	5.446	5.776	5.544	8.095	0.585@
6	Performance Appraisal	27.050	25.520	24.550	25.060	26.780	5.263	6.071	5.905	6.024	5.761	0.740@
7	Recognition of Employees	11.120	11.870	10.550	12.940	12.670	2.657	3.096	2.583	2.775	3.391	2.002@
8	Management	13.760	13.970	14.360	12.670	14.330	3.390	3.535	3.668	3.181	3.500	0.631@

9	Department Coordination	18.850	17.680	18.360	18.830	20.330	2.789	2.891	3.009	3.417	2.449	1.683@
10	Team Work	54.850	57.550	54.450	53.110	56.670	5.539	5.870	4.824	6.115	5.477	2.133@
11	Respect	12.950	12.650	14.450	12.440	14.220	3.251	4.095	4.655	4.033	4.177	0.741@
12	Equality	12.410	11.900	13.270	12.610	13.110	2.636	2.856	2.494	2.404	2.315	0.765@
13	Responsibility of Organization	46.050	44.970	43.640	44.780	48.440	8.399	6.253	7.339	7.324	7.615	0.654@
14	Superior Treatment	10.760	10.710	11.450	10.720	11.440	2.498	2.283	2.252	2.906	3.046	0.329@

\*Indicates significant at 0.05 level

@Indicates significant level at 0.05 level

**Table No.6**  
**Influence of "Designation" on employee grievance in ILACS Technologies Bangalore.**

S.No	Variables	Mean		Standard Deviation		T-Value
		I	II	I	II	
1.	Employer Employee Relations	28.300	31.460	6.524	5.324	2.797**
2.	Job Satisfaction	53.870	58.510	5.900	5.648	4.178**
3.	Training	19.190	19.490	3.321	3.100	0.488@
4.	Career Development	9.870	9.950	2.223	2.203	0.188@
5.	Responsibility of Company	27.490	29.110	5.930	5.574	1.469@
6.	Performance Appraisal	25.550	26.370	5.368	5.995	0.737@
7.	Recognition of Employees	11.570	11.790	2.796	3.017	0.389@
8.	Management	13.170	14.170	2.470	3.301	0.209@
9.	Department Coordination	18.660	18.540	2.470	3.301	0.209@
10.	Team Work	54.320	56.270	5.490	5.895	1.768@
11.	Respect	11.660	14.060	3.516	3.922	3.322**
12.	Equality	12.380	12.490	2.251	2.897	0.215@

\*Indicates significant at 0.05 level  
significant level at 0.05 level

\*\*Indicates significant at 0.01 level

@Indicates

**Table No.7**  
**Influence of "Job Tenure" on employee grievance in ILACS Technologies Bangalore.**

S.No	Variable	Mean					Standard Deviation					f-value
		I	II	III	IV	V	I	II	III	IV	V	
1	Employer Employee Relations	24.380	29.630	28.020	31.710	33.110	5.263	7.763	6.180	5.715	3.446	6.122**
2	Job Satisfaction	57.630	53.250	54.500	57.360	59.070	6.675	4.496	5.894	5.977	6.091	3.204**
3	Training	18.130	20.750	18.920	18.890	20.390	3.182	3.370	3.283	3.119	2.872	1.801@
4	Career Development	9.000	9.380	9.820	10.390	10.000	1.069	1.996	2.276	2.378	2.211	0.820@
5	Responsibility of Company	24.500	27.750	27.630	29.000	30.210	7.051	5.841	5.489	5.932	5.138	1.948@
6	Performance Appraisal	23.380	23.130	25.030	26.570	28.390	5.706	5.866	5.957	5.699	4.541	2.667*
7	Recognition of Employees	11.380	10.700	11.420	12.320	11.820	2.326	2.964	2.616	2.583	3.702	6.470@
8	Management	14.750	12.500	13.160	14.250	14.110	3.655	3.546	3.367	3.460	3.337	0.952@
9	Department Coordination	19.130	18.380	18.290	19.140	18.360	2.588	2.387	3.212	2.953	2.959	0.451@
10	Team Work	54.880	52.350	55.710	53.640	57.930	6.357	4.803	6.393	5.137	4.799	2.795*
11	Respect	14.318	11.715	11.740	13.320	14.500	4.033	4.097	3.916	3.916	3.394	2.653@
12	Equality	11.380	12.630	12.210	12.890	12.570	3.114	2.504	2.350	2.807	2.727	0.632@
13	Responsibility of Organization	41.880	44.500	43.920	47.890	46.540	5.866	7.892	6.424	8.539	7.366	1.854@
14	Superior Treatment	10.880	10.500	10.180	11.180	11.570	2.232	2.138	2.537	2.749	2.201	1.435@

\*Indicates significant at 0.05 level  
significant level at 0.05 level

\*\*Indicates significant at 0.01 level

@Indicates

**Table No.8**  
**Influence of "Salary" on employee grievance in ILACS Technologies Bangalore.**

S.No	Variables	Mean			Standard Deviation				F-value
		I	II	I	II	I	II		
1.	Employer Employee Relations	28.050	30.470	31.190	6.257	6.274	4.086	1.620@	
2.	Job Satisfaction	54.480	56.250	60.500	6.743	6.107	3.795	4.866**	
3.	Training	19.100	19.300	20.000	3.270	3.277	2.708	0.404@	
4.	Career Development	9.520	9.990	10.130	2.228	2.294	1.746	0.438@	
5.	Responsibility of Company	27.430	27.730	32.880	5.912	5.437	5.252	6.162**	
6.	Performance Appraisal	24.950	25.750	28.630	5.626	5.527	6.174	2.164@	
7.	Recognition of Employees	10.900	11.920	11.750	2.548	2.876	3.493	0.989@	
8.	Management	13.430	13.420	15.630	3.544	3.374	2.964	2.942@	

9.	Department Coordination	18.000	18.410	20.190	2.560	3.131	2.136	2.981@
10.	Team Work	56.480	54.640	57.690	7.054	5.509	4.571	2.292@
11.	Respect	14.330	12.340	14.500	4.282	3.739	3.561	3.562@
12.	Equality	11.520	12.620	12.880	2.442	2.459	3.364	1.693@
13.	Responsibility Organization	45.100	45.160	47.500	8.408	7.371	6.501	0.679@
14.	Superior Treatment	10.810	10.810	11.190	2.228	2.623	2.401	0.154@

\*Indicates significant at 0.05 level  
significant level at 0.05 level

\*\*Indicates significant at 0.01 level

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