

A STUDY ON GRIEVANCE REDRESSAL MANAGEMENT WITH REFERENCE TO VISAKHAPATNAM PORT TRUST, VISAKHAPATNAM

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Abstract

For any organization, having considerable size of human resource segment managing industrial relations assumes equal importance with other areas. Grievance redressal management is also an element in contribution of industrial peace and organizational health. Discontent and dissatisfaction in employees, if suppressed, even if surfaced and not addressed results in various problems, ultimately leads to diseconomy in operations. So providing channels to ventilate the employee grievance, understanding the problem, redressal management are in fact constitutes the grievance procedure. Visakhapatnam Port Trust, in spite of machinery and equipment, has deployed very good size of manpower and to redress the grievances arising from time to time, it has evolved a scientific redressal management system. So, with a motive to understand the nature of complaints-employee grievances, communication channels available to convey grievances, policies in operation, procedure followed in redressal management and to study the decision-making process in redressing grievance.

Introduction

Some of the dissatisfaction is based upon genuine causes but some of them are not real and are created by the employees only to blame others. This dissatisfaction is called grievance. A grievance a feeling of dissatisfaction whether expressed or not, whether valid or not, arising out of anything connected with the organization which an employee think.

A grievance is a sign of an employee's discontentment with his job or his relationship with his colleagues. Grievances generally arise out of the day to day working relations in an organization, an employee or trade union protest against an act or policy of the management that they consider as violating employee's rights.

Grievance is occurring in every work place and handling them properly is

important for maintaining a harmonious and productive work environment.

Grievance management is all about how well the problems addressed (and solved). It is very essential in the present world, now days there are many companies who declare that their human relations are more important assets and it is no more human resources but human capital.

Hence these statements are to be verified whether it is true or not. This can be done by measuring faster on the employee problems that are addressed and solved. If it is done faster, then it can be concluded by saying that the employee concern is significantly present in the organization.

The grievance of the employees are related to the contract, work rule, or regulating, policy or procedure, health and safety regulations, past practice, changing the cultural norms unilaterally, individual victimization, wages, bonus, etc. Here, the attitude on the part of management in their effort to understand the problems of employees and resolve the issues amicably have better probability to maintain culture on high performance managers must be educated about the importance of the grievance process and their role maintaining favorable with the union.

Effective grievance handling is an essential part of cultivation good employee's relations and running a fair, successful, productive work place. Positive labor relations are two-way street both sides must give a little and try to work together. Relationship building is the key to successful labor relations, believes or even feels to be unfair, unjust or inequitable.

A Grievance is a conflicting situation; broadly it can be understood as any discontent or dissatisfaction which results in a complaint that effects organizational performance. An employee may complain either formally through a complaint in writing or informally by an oral representation, but never the less it indicates a state of discontent and dissatisfaction existing in him. It can be against an uncomfortable, unbearable working condition, non-cooperation of co-employee or one has been by passed in promotion. So, a grievance in business organizations, is always expressed either verbally or in writing. It can be either valid or ridiculous and must grow out of something connected with company operations or policy. In some cases, it may involve an interpretation or application of provisions of the labor contract.

In organizational set up, a very good beginning in the resolution of conflicts is

their discovery and exposure. So, upward channels of communication can be permitted to bringing dissatisfaction to the surface. Grievance procedure consists of all the steps and activities that enable the organization to redress a grievance. In most of the cases, grievances are redressed informally and disposed of very speedily, while in many instances, there is a necessity for legal obligations and grievances can be redressed a side by the procedure norms.

In addition to the formal procedure like open-door policy and step-ladder system, the Industrial Employment (Standing orders) 1946, Industrial Disputes Act, 1947 and Factories Act 1948 are the statutes providing legal backing to grievance redressal management.

Need of the Study

For any organization, having considerable size of human resource segment, managing industrial relations assumes equal importance's with other areas. Grievance redressal management is also an element in contribution of industrial peace and organizational health. Discontent and dissatisfaction in employees, if suppressed, even if suppressed and not addressed results in various problems, ultimately leads to diseconomy in operations. So, providing channels to

ventilate the employee grievance, understanding the problem, redressal management are infact constitutes the grievance procedure.

Visakhapatnam Port Trust, in spite of machinery and equipment, has deployed very good size of manpower and to redress the grievances arising from time to time, it has evolved a scientific redressal management system. So, with a motive to understand the

1. The nature of complaints-employee grievances
2. Communication channels available to convey grievances
3. Policies in operation
4. Procedure followed in redressal management and to study the decision making

Process in redressing grievance I under took this study.

Objectives of The Study

1. To have an understanding about the grievance redressal procedure of Visakhapatnam Port Trust.
2. To know the nature of grievances arising from time to time in the organization.
3. To understand various communication devices available in Visakhapatnam Port Trust for surfacing the employee

grievances.

4. To comprehend the policy background in redressal management.
5. To observe practically the procedure in this connection and to study the decision making process.
6. To evaluate the effectiveness of grievance procedure in Visakhapatnam Port Trust and to finally offer suggestions for reducing the cases of grievances.

Review of Literature

Dr. V, Mohana Sundaram, N. Saranya (2013) in his article "Employee Grievance" Organizations are made up of people and functions through people without people organization cannot exist. The resource of men, money, material and machinery are collected, coordinated and utilized through people in the organization, It is through the combined efforts of people that materials and monetary resources are effectively utilized for the attainment of common objectives and goals without united human efforts no organization can achieve its goals.

Zulkiffee Bin Daud, Khulida Kirana Yahya (2011) in his research paper "The Influence of Heads of Department Personalities on the Selection of Grievance Handling Styles" Grievance management is an

important topic in the area of industrial relations. Research on grievance management is burgeoning, and yet the understanding of its antecedents and consequences remains rather unclear. This research discusses the styles in handling grievances among heads of department at a telecommunication headquarters and branches located in Peninsular Malaysia and the determinant of personalities in selecting the appropriate style.

Sonika Sharma, Niti Sharma (2011) in his research paper entitled "Listening Skills: A Pre-Requisite for Grievance Handling" The ability to be an active listener is too often taken for granted. HR professionals play vital role in the organization. They inject a feeling of confidence and belief among the staff members by listening and solving their issues and concerns. Employee grievances are essentially human problems, real or imaginary.

Lawrence Nurse, Dwayne Devenish (2007) in his working paper entitled "Grievance Management and its Links to Workplace Justice" The Purpose of this paper is to explore the influence of workers demographic characteristics on their perceptions of procedural justice form grievance management. A related aim is to

determine whether procedural justice perceptions have an impact on perceptions of distributive justice.

Clark (1988) identified that correlation coefficients showed strong relationship between attitude toward the grievance procedure and attitude of the supervisors.

Labig and Greer (1988) denote that a high number of grievances in a unit or subunit can be indicative of many factors, including both effective and ineffective supervisory performance.

Bemmels and Reshef (1991) mentioned that in a specific work group, many grievances are in response to specific behaviors by the supervisors. Hence, this present research has targeted supervisors as unit of analysis. Clark (1988) also added that supervisors' behavior and personal attitudes may affect their styles in handling grievance through grievance procedure.

A grievance procedure is constructed to protect employees' rights and provide greater statutory protection to employees (Cowling & James, 1994). In unionized organization, the grievance procedure is established in collective agreement between employees union and employers (Lewin, 2001).

Research Methodology

Research methodology is a way to

systematically solve the problem. It may be understood as a science of studying how research is done scientifically. In it, we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

I. Data Collection:

The task of data collection begins after a research problem has been defined. Data collection is to gather the data from the population. The source of data can be either primary or secondary.

1) Primary data:

The Primary Data are those, which are collected fresh and for the first time, and thus happened to be original in character. In this research, Primary method of data collection is used. Data source is primary, which include employees of Visakhapatnam Port Trust.

2) Secondary data:

Secondary data is the information that has been gathered not for the immediate study but for some other purpose. In this research, Books, journals, research papers, websites are used to collect the information about grievance handling management.

II. Data Collection Method:

- I. Questionnaire
- II. Interview

III. Forms of Data Collection:

A research design is a map developed to guide the research. It is a part of planning stage of research, a blue print for the collection, measurement and analysis of data. Research design stands as a master plan specifying the methods and procedures for collecting and analyzing the needed information. Research design is the conceptual structure within which research would be conducted. The function of research design is to provide for the collection of relevant information with minimal expenditure of effort, time and money.

IV. Population:

Total 6000 employees approximately are working Visakhapatnam Port Trust.

V. Sample Design:

Convenience sampling is used in exploratory research where the researcher is interested in getting an inexpensive approximation of the truth. As the name implies, the sample is selected because they are convenient. This non-probability method is often used during preliminary research efforts to get a gross estimate of the results, without incurring the cost or time required to select a random sample.

VI. Sample Size:

From the population of 6000 approximately we have taken 100 samples for the survey.

VII. Data Collection Instrument:

1. Questionnaire:

For our research purpose we have formed a structured questionnaire.

2. Interviews:

At the time of our survey, we had a personal meeting with the respondent and got useful and implementable suggestions.

3. Google Docs Form of Questionnaire:

For reducing time and cost we have also used the Google doc's questionnaire which is very efficient.

Limitations of The Study

- Some of the records and information cannot be shared and it is not available because of the confidentiality. It is a big limitation.
- Information provided here is on general nature only.
- Due to time constraint, it is difficult to conduct a detailed study.
- The present study contains only brief information, but not a full pledged and thorough analysis.

Data Analysis and Interpretation

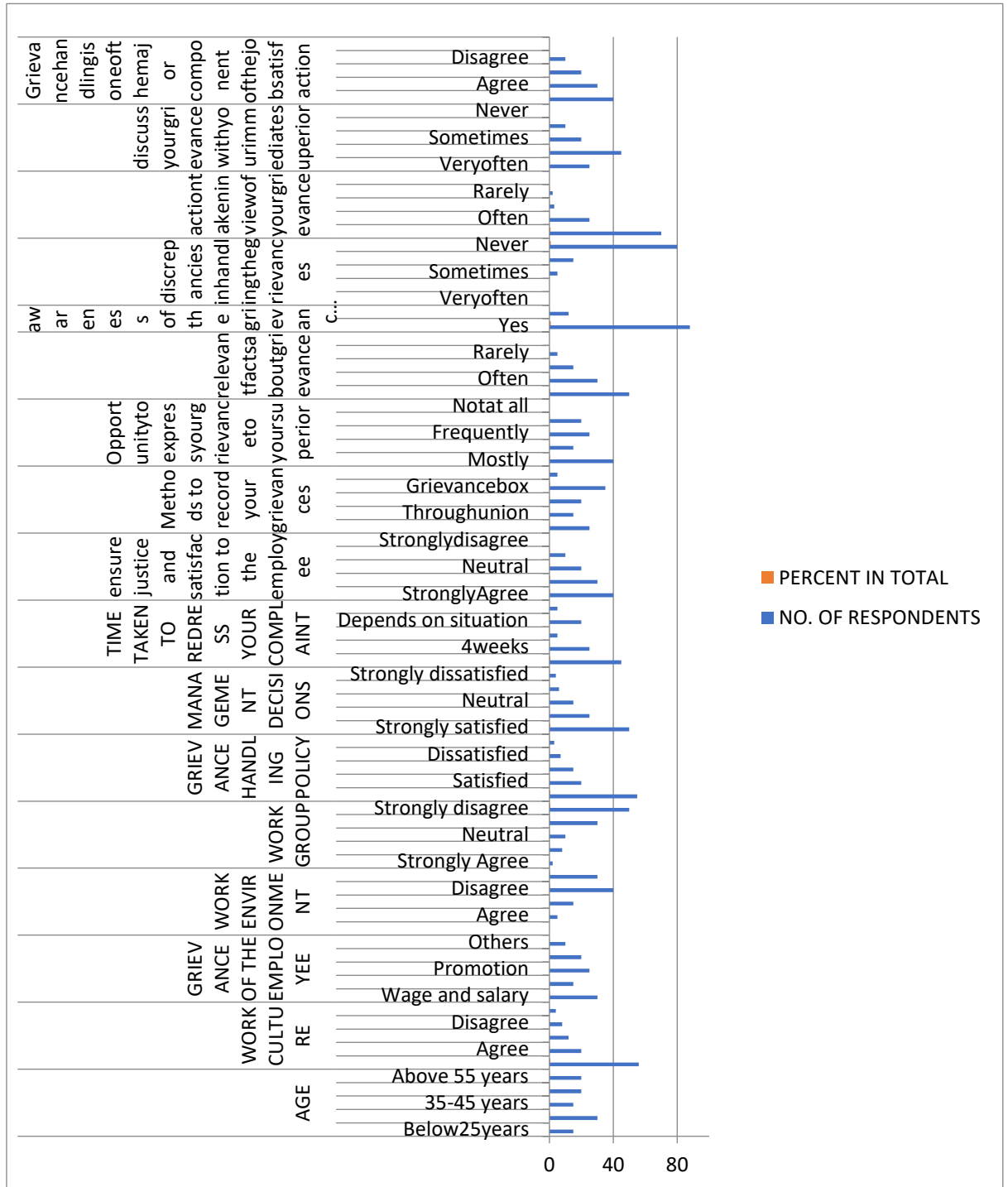
Survey is done on sample size of 100 people and sample has been taken from Visakhapatnam Port Trust.

Data Interpretation:

Variable		No. of Respondents	Percent in Total
Age	Below 25years	15	15%
	25-35 years	30	30%
	35-45 years	15	15%
	45-55 years	20	20%
	Above 55 years	20	20%
Work Culture	Strongly agree	56	56%
	Agree	20	20%
	Neutral	12	12%
	Disagree	8	8%
	Strongly disagree	4	4%
Grievance of The Employee	Wage and salary	30	30%
	Working condition	15	20%
	Promotion	25	25%
	Discipline	20	20%
	Others	10	10%
Work Environment	Strongly agree	0	0%
	Agree	5	5%
	Neutral	15	15%
	Disagree	40	40%
	Strongly disagree	30	30%
Work Group	Strongly Agree	2	2%
	Agree	8	8%
	Neutral	10	10%
	Disagree	30	30%
	Strongly disagree	50	50%
Grievance Handling Policy	Strongly Satisfied	55	55%
	Satisfied	20	20%
	Neutral	15	15%
	Dissatisfied	7	7%
	Strongly dissatisfied	3	3%
Management Decisions	Strongly satisfied	50	50%
	Satisfied	25	25%
	Neutral	15	15%
	Dissatisfied	6	6%
	Strongly dissatisfied	4	4%
Time Taken to Redress Your Complaint	2weeks	45	45%
	4weeks	25	25%
	8weeks	5	5%

	Depends on situation	20	20%
	Indefinite	5	0%
Ensure Justice and Satisfaction to The Employee	Strongly Agree	40	40%
	Agree	30	30%
	Neutral	20	20%
	Disagree	10	10%
	Strongly disagree	0	0%
Methods to Record Your Grievances	Directly	25	25%
	Through union	15	15%
	Through meeting	20	20%
	Grievance box	35	35%
	Others	5	5%
Opportunity to Express Your Grievance To Your Superior	Mostly	40	40%
	Rarely	15	15%
	Frequently	25	25%
	Depends on situation	20	20%
	Not at all	0	0%
Facts About Grievance	Very often	50	50%
	Often	30	30%
	Sometimes	15	10%
	Rarely	5	5%
	Never	0	0%
Awareness of The Grievance Redressal Procedure	Yes	88	88%
	No	12	12%
Discrepancies in Handling The Grievances	Very often	0	0%
	Often	0	0%
	Sometimes	5	5%
	Rarely	15	15%
	Never	80	80%
Action Taken in View of Your Grievance	Very often	70	70%
	Often	25	25%
	Sometimes	3	3%
	Rarely	2	2%
	Never	0	0%
Discuss Your Grievance with Your Immediate Superior	Very often	25	25%
	Often	45	45%
	Sometimes	20	20%
	Rarely	10	10%
	Never	0	0%
	Strongly Agree	40	40%

Grievance Handling is One of The Major Component of The Job Satisfaction	Agree	30	30%
	Neutral	20	20%
	Disagree	10	10%
	Strongly disagree	0	0%



INTERPRETATION: The above data shows that the majority i.e 30% of respondents was between the age group of 25 to 35 years, 56% of the employees strongly agreed that work culture is supportive and very few of them disagreed with the work culture. Out of 100 employees 30% of the employees grievances were related to wage and salary, the management should consider this group and try to redress their grievances. It can be interpreted that the work environment is supportive but very few of the employees are of the opinion that there are grievances in the work environment of the organization.

The work group is supportive but very few of the employees are of the opinion that there are grievances in the work group of the organization. 55% of the employees are satisfied with the grievance handling policy of the organization. Very few of them are not satisfied with the policy of the organization. 50% of the employees were satisfied with the decision given by the management for their grievances. Some of the employees were not happy with decision taken by the management.

45% of the employees' grievances were settled within 2 weeks. And none of the grievance was left unsettled. 40% of the employees agreed that the management has been making efforts to dispose of all

grievances procedurally with a view to ensure justice and satisfaction to the employee which is a good sign. 35% of the employee's grievances are recorded using grievance boxes in the organization.

50% of the employees get an opportunity to express their grievance to superior. Management gathers all the relevant information about the employee grievance very often which is a good sign. 88% of the employees are aware about the grievance handling policy. Management mostly shows no discrepancies in handling the grievances in the organization.

70% of the employees are informed about the action taken about their grievance and very few of them answered rarely and sometimes so, the management should consider this and inform them about the action taken about their grievance. 45% of the employees go and discuss their grievance with their immediate superior very often. 40% of the employees strongly agree that grievance handling is the major component of job satisfaction. So, the management should work effectively in handling grievance.

Greivance redressal policy and ensures justice and satisfaction to the employee

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.085	4.000	4.170	.170	1.043	.014	2
Item Variances	1.122	1.010	1.233	.223	1.221	.025	2
Inter-Item Covariances	1.020	1.020	1.020	.000	1.000	.000	2
Inter-Item Correlations	.914	.914	.914	.000	1.000	.000	2

ANOVA

	Sum of Squares	df	Mean Square	F	Sig
Between People	212.055	99	2.142		
Within People					
Between Items	1.445	1	1.445	14.227	.000
Residual	10.055	99	.102		
Total	11.500	100	.115		
Total	223.555	199	1.123		

Grand Mean = 4.09

Interpretation:

The above table demonstrates ANOVA with respect to Greivance redressal policy and ensures justice and satisfaction to the employee.

It is being observed that there is a significant impact of Greivance redressal policy and ensures justice and satisfaction to the employee.

(Sig. $p = 0.000 < 0.05$)

Summary and Suggestions

1. Visakhapatnam Port Trust has a well-knit and scientific grievance procedure in place for redressal management.
2. The grievance procedure provided the crystal clear information on the

requirements for presentation of complaint, hierarchical levels in hearing the aggrieved employee, time span to answer a grievance and appeal provisions.

3. The procedure has also entrusted discretionary powers on the designated officer (section officer) appointed by head of the department, to decide on the complaint, whether it is having valid reasons or frivolous.

4. The procedure has detailed information on the role of personnel department, Trade Union concurrence and intervention, production of supporting proof and evidence in support of and against the case, HOD's powers in this connection etc.,

5. The procedure is also very clear as to when a grievance can be sponsored by a trade union, recognizing it as an industrial dispute.

6. It is understood that despite the Step-Ladder system prescribed in grievance procedure, in many of the occasions, based on the intensity of the grievance in issue, the complainer has freedom to address his complaint to the top management in hierarchy with the help of trade union(s).

7. A snap-shot analysis of various cases taken into consideration reveals that there are no significant barriers in upward communication to ventilate employee grievances.

8. Visakhapatnam Port Trust has provided a conducive environment to employees to freely surface their grievances. The same is also contributing to address the grievances smoothly and thus to enhance industrial harmony.

9. There as on for delay in decision making on redressal are not probed in this study. But might be due to administrative reasons/busyness of the hearing authorities, it is observed that there is delay in answering the grievances.

10. Personnel Department is playing a key role in redressal management.

Conclusion

1. Visakhapatnam Port Trust has involved a

scientific grievance redressal procedure and it has proved its effectiveness in meeting the redressal management needs.

2. The procedure is detailed, specific, clear, precise and understandable.

3. Time delay in redressing the grievances is clearly observed and the same can be concluded from the information gathered in various cases, where remedies are already provided.

4. Significantly, the procedure has provided power to the authorities to discriminate between what is a valid complaint and which is a frivolous one. This mechanism, obviously restrains mushroom growth of complaints and it invites self-scrutiny on the part of employee who is trying to lodge a complaint.

5. It is observed that the trade union is giving a helping hand to employee whose grievances are genuine and it is providing help only after diligence and scrutiny of the complaint without adopting a casual approach.

6. In contrast to the layman's understanding of grievance redressal, in Visakhapatnam Port Trust, in addition to the relief provided in terms of genuine grievances, in suitable occasions the same procedure is used for disciplining the employees.

7. Not only in processing the complaints, personnel department in Visakhapatnam Port Trust has assumed a strategic role in

grievance redressal management.

Suggestions

1. It is no surprise that, delay is common in redressal of the grievances and that too in very big organizations like Visakhapatnam Port Trust it is not a big issue to discuss. Still the esteemed organization may initiate steps to speed up the decision-making process to render remedies fast.
2. Designated section officers are vested with powers to decide on the genuineness or frivolousness of a complaint. Here, the authorities need to exercise judicious appreciation of the facts, circumstances and situational context before deciding upon the complexity of employee grievance. Too much leniency and strictness results in new problem instead of arriving at a solution.
3. Since trade unions are playing vital role in Visakhapatnam Port Trust, their co-ordination with management definitely mitigates the number of grievances. Since at the root level, this active cooperation acts as a preventive mechanism.

Findings

1. Vishakhapatnam port trust has involved a scientific grievance redressal procedure and it has provided it effectiveness meeting the redressal management needs.
2. The procedure is detailed, specific, clear precise and understandable.
3. Time delay in redressing the grievances

is clearly observed and the same can be concluded from the information gathered in various cases, where in remedies are already provided.

4. Significantly, the procedure has provided power to the authorities to discriminate between what is a valid complaint.
5. It is observed that the trade union is giving a helping to employee whose grievances are genuine and it is providing helps only after diligence and scrutiny of the complaint without adopting a casual approach.
6. In contrast to the layman's understanding of grievance redressal in Visakhapatnam Port Trust.
7. Not only in processing the complaints, personal department in Visakhapatnam Port Trust has assumed a strategic role in grievance redressal management.

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