



A STUDY ON “GRIEVANCE REDRESSAL MANAGEMENT”: IN CASE OF VISAKHAPATNAM PORT TRUST, VISAKHAPATNAM

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I. INTRODUCTION

Organization signifies collective life, cooperation of people, co-ordination efforts and a unified purpose. The energies generated out of the combinations of various resources are channelized in a direction to achieve the set objectives. But cooperation and conflict are the two sides of the coin-the inevitable fact of group life.

A grievance is a conflicting situation, broadly it can be understood as any discontent or dissatisfaction 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 nevertheless it indicates a state of discontent and dissatisfaction existing in him.

The root cause of any grievance must be ascertained by the employer, along with best possible means of redressal, to ensure the satisfaction of employees in an organization. Effective grievance management, ensures good employee relations, smooth and successful running of the organization, and improved productivity at work.

Grievance management is all about how well the problems that are occurs is addressed (and solved). In the present world it is essential. Now-a-days there are many companies declares that their human resources are their most important assets and it is no more called as human resources but Human Capital.

The grievances that are faced by the employees are related to the contract, work rule or regulation, policy or procedure, health and safety regulation,

past practice, changing the cultural norms unilaterally, individual victimization, wage, bonus, etc.

Now a days The emerging economic environment involving rapid technological changes, that requires a response that is in terms of change in methods, timings and working conditions in industry, trade and services, globalization of economy, liberalization of trade and industry, and emphasis upon international competitiveness needs for timely redressal of employee grievances for better organizational health.

Grievance procedure consists of all the steps and activities enable the organization to redress a grievance. In most of the cases, grievances are redressed informally and disposed off very speedily, while in many instances, there is a necessity for legal obligations and grievances can be redressed aside 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.

Visakhapatnam Port Trust is a major port in India and its operations require considerably intensive labour deployment. Visakhapatnam Port Trust has set benchmark practices in various aspects of its operations and earned global fame for efficient handling of various assignments. Even though the Port management and Trade Unions are collectively striving for the betterment of the organization, we can't deny that there is no scope for any grievance. The Port has scientific redressal

system and is provided ventilation to surface the grievances. Thus the grievance redressal management has proved as a linking pin in achieving industrial harmony.

The study aims to determine an effective grievance handling mechanism, in place to ensure that, employees problems are acknowledged and appropriately reviewed in a prompt and timely manner. A good grievance mechanism, guarantees a harmonious and healthy relationship between employee and employer.

II. OBJECTIVES OF THE STUDY

The objective of the study is

1. To understand the nature and procedure of grievance redressal in Visakhapatnam Port Trust.
2. To analyze various communication devices available in Visakhapatnam Port Trust for surfacing the employee grievances.
3. To comprehend the policy background in redressal management.
4. To observe practically the procedure in this connection and to study the decision making process.
5. To evaluate the effectiveness of grievance procedure in Visakhapatnam Port Trust and to finally offer suggestions for reducing the cases of grievances.

III. METHODOLOGY

The study used descriptive and exploratory design and processed with the research approach of qualitative and quantitative study. The method adopted for collection of primary data is through questions, observation and interview with the sample selected from VPT.

The secondary data is collected for the magazines, journals and from the records of the Visakhapatnam Port Trust along with various publications of the central, state and local Governments, publications of foreign Governments or of international bodies and their subsidiary

organizations, Technical and trade journals, Books, magazines and newspapers and Reports and publications of various associations connected with business and industry, banks, stock exchange etc.,

For the purpose of experimental study, few cases are collected to analyze the grievance redressal management and the information is subjected to descriptive analysis.

Sampling Technique is used in this research is Convenient Sampling. A Convenient Sample is a sample where the respondents are selected, in part or in whole, at the convenience of the researcher. Sample size restricted as the set of the sample is one organization. This sample size was determined as 100. The analysis was carried out with descriptive statistics such as percentages, pie diagrams and bar charts.

IV. REVIEW OF LITERATURE

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.

Study made by Rollinson, et.al (1996) has identified that complaints are quite common and only extends to taking-up a matter informally with a supervisor. As maintained by Catlett and Brown (1990). There are a number of decisions making points in the grievance handling process that potentially involve the supervisor.

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).

The existence of this procedure can be interpreted to support the industrial relations perspective that conflict in the employment relationship is widespread and enduring (Dalton & Tudor, 1982).

Following this reasoning, the grievance procedure can be viewed as high-involvement or problem-solving work practice. Apart from being a medium for the resolution of conflicts. An effective grievance system can serve as a monitoring system for detecting any undesirable situation arising in the organization (ManteMieja & Enid 1991). The need for grievance procedure is essential if the problems that arise are not satisfactorily dealt with or are dealt within inconsistent manner (Green, 1987).

Generally, the grievance procedure includes few provisos. The procedure for resolving individual grievances should be simple and devoid technicalities (Salamon, 2000; MtlIS. 1994). The grievance procedure should be in written (Industrial Harmony Code for Conduct, n.d) and only serves issues related to employees' grievances. Cases that involve discipline or other form of conflicts should use other appropriate resolution machinery. The employees should also be explained, from time to time, the existence of grievance procedure and encouraged them to raise their dissatisfactions formally Through This procedure. The publicity of the rules of an institution insures that those engaged in it knows what limitations on conduct to expect on one another and what kinds of actions are permissible (Rawl. 1971). Thus, an employee who has a grievance need not go from pillar to post, not knowing where to go or whom to approach. The guideline should also provide for an avenue of appeal. if he fails to get satisfaction from the immediate superior whom he has approached (D'Cruz, 1999, Gordon & Miller, 1984). There should be opportunity for the employee lo refer the grievance to higher levels of management (if applicable). A grievance procedure should specify a time limit for submitting the appeal and also a stipulated time limit by which it will be decided at the first level of appeal.

According to Aswathappa.K, grievance may be denied as any feeling of discontent or dissatisfaction, whether expressed or not and whether valid or not arising out of anything connected with the company that an employee thinks, believes or even feels is unfair, unjust or inequitable.

Complaint handling is the strategies that are used by firms to resolve and learn from service failures in order to re-establish the organization's reliability in the eyes of the customer (Hart, Heskett and

Sasser 1990). From a process perspective, complaint handling can be viewed as a sequence of events those are consists of a procedure that is beginning with communicating the complaint, and then generates a process of interaction through which a decision and outcome occurs (Tax, Brown and Chandrashekar 1998). It is simply stated as procedure of corrective justice (Ramnarayan 1984). It may be viewed as a part of service recovery, which refers to actions an organization takes in response to a service failure (Smith, Bolton and Wagner 1999).

According to Dale S. Beach, "Grievance is any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the attention of management." According to Keith Davis, "Grievance is any real or imaginary feeling of personal injustice which an employee has concerning his employment relationship.

Kliener, Nigkelsburg and Pilarski implicitly assumed that supervisor monitoring of employees will increase the number of givable events, but a theoretical basis or rationale for this assumed relationship is not discussed. Grievant were less satisfied with their jobs, had poorer attitudes toward their line supervisors, had Several studies investigated the influence of management factors on grievance rates, two focusing on management's labour relations policies, and three focusing on supervisor behaviours. Labig and Helburn (1986) found that the strictness of management's performance and disciplinary standards was positively related to grievance rates. Duane (1991) also found a negative relationship between grievance rates and shop steward's perception that management counterparts are accommodative in bargaining relationships.

Greater feelings of pay inequity, had stronger beliefs that workers should participate in decision-making, were less satisfied with their unions, and more active in their unions. The lower satisfaction with the union among grievant may be due to dissatisfaction with the processing of grievances. Grievant were younger and had less education than non-grievant.

Lewin and Peterson found a positive relationship with grievance procedure structure and grievance rates. They also found higher grievance rates under

procedures that include provisions for expedited grievance handling. It was found that provisions allowing oral presentation of grievances was related to lower rates of written grievances, and screening of potential grievances was related to lower rates of written grievance, and screening of potential grievances by a committee or other union officials was associated with lower grievance rates. The number of steps in the grievance procedure and the length of time allowed for filing a grievance were not related to grievance rates.

Lewin and Peterson argued that evaluations of grievance procedure effectiveness should include subjective evaluations by the participants as well as objective measures reflecting the operation of the grievance procedure. They argued that subjective evaluations are the preferred method for evaluating grievance procedure effectiveness. Effectiveness was difficult to interpret from measures reflecting the operation of grievance procedures such as grievance rates, settlement levels and arbitration rates since it was not clear what the optimal magnitudes might be for these measures.

Furthermore the purpose of grievance procedure is to resolve disputes about the interpretation and application of collective agreements. Grievance procedures exist for the benefit of the employees, employers and unions. If the parties were satisfied with the operation of the grievance procedure, it seems to more important than attaining some predetermined optimal magnitude of grievance filing or when, where, and how grievances are being resolved. Grievance procedures are related to other attitudinal measures and the behaviors of shop stewards in the grievance procedure. Grievance procedure effectiveness was related to union members overall satisfaction with the union. Grievance procedures have been found to relate to union commitment, employer commitment and dual commitment. Employer commitment has found to be negatively related to absenteeism and turnover and union commitment has found to have a positive relationship with union participation and with shop steward behavior in the grievance procedure. Many studies still report empirical analysis with no theoretical grounding, or only intuitive and ad hoc hypotheses.

Five types of grievance systems were typically noted in the literature. They were the open door policy, step-review method, peer-review also called

the grievance committee or roundtable, ombudsman and hearing officer. In the public sector study. The predominant method of grievance adjudication was the step-review method used either singularly or in combination with a peer review committee. The step-review method had characteristics similar to the grievance / arbitration procedures found in union contracts. The step-review method has a preestablished set of steps for reviewing employee complaints by succeeding higher levels of agency personnel.

Cox, Roxanne; Blum, Albert A; Villa, Jennifer R, in his article "promoting organization fairness in small business: an analysis of grievance procedures" provides a brief theoretical review of the three different conceptual perspectives on procedural justice as they relate to dispute resolution. a grievance procedure that will allow employees not only more process and decision control, but will address the interactional elements of procedural justice is provided as a result of conducting a survey. In Behavioral Analysis of Grievances on Conflict Sources, Complexity and Transformation by Paul F. Salipante and René Bouwen had opined Grievances are usually complex but are typically reformulated and misrepresented to fit acceptably simplistic classifications.

V. ANALYSIS AND INTERPRETATION

- It is found that out of 100 respondents, 64% of respondents strongly agree that grievance redressal system is functioning effectively, 32% of respondents feels satisfactory that grievance redressal system is functioning effectively, 4% of respondents choose disagree that the grievance redressal system is functioning effectively. So it is concluded that most of the employees agreed that functioning of grievance redressal system is doing well.
- 72% of respondents once or twice Have come across any grievance so far , 20 % of respondents never have come across any grievances ,8% of respondents many times they have come across grievance. It is concluded that employees are facing grievances in the organisation at their workplace.
- 80% of respondents In getting redressed of any grievance prefer to approach trade unions,12% of respondents in getting redress of any grievance prefer to approach direct submission to management,8% of respondents in getting redress of any grievance prefer to approach legal form.It is concluded that trade union involvement is more in grievance redressal to support employees.
- 72% of respondents aware that there is an established open door policy hearing for grievance redressal system, 20% of respondents do not know that that there is an established open door policy hearing for grievance redressal system, 8% of respondents choose no comment that there is an established open door policy hearing for grievance redressal system So it is concluded that employees are having the knowledge about the policy of open door in their organization.
- 40% respondents are satisfied that the open door policy is effective in grievance redressal , 60% of respondents are feeling normal that the open door policy in grievance redressal ,0% respondents are cannot say that open door policy is effective in grievance redressal procedure. It is concluded that almost all the employees are satisfied with the open door policy in grievance redressal.
- 64% of respondents are strongly disagree that directly approach the legal form and ignore the preliminary forum ,4% of respondents are agree that it is appropriate to direct approach the legal forum and ignore the preliminary forum ,32% of respondents cannot say that they directly approach the legal form and ignore the preliminary forum. It is concluded that employees are interested to first approaching for the preliminary forum and then further to the legal forum.
- 68% of respondents are belief in trade union, 32% of respondents are having inadequate knowledge in rules and regulations,0% of respondents are shifting the burden on others that the well-educated employees prefer trade unions for grievance redressal .It is concluded that well educated people are not basing

on coworkers for their grievance redressal they are choosing trade union if they don't have a proper knowledge on rules and regulations.

- 80% of respondents choose true that trade unions playing a vital role in grievance redressal, 4% of respondents choose false that trade unions playing a vital role in grievance redressal, 16% of respondents choose to some extent that trade unions are playing a vital role in solving grievances. It is confirming that the role of trade unions is more in the grievance redressal and they are acting as a bridge for employees.
- 64% of respondents choose absolutely that there should be benchmarking, 28% of respondents choose no need of benchmarking, 8% of respondents choose cannot say that there should be a benchmarking in grievance mechanism. It is confirming that the mechanism of grievance redressal is good in VPT but for the betterment in grievance handling there should be benchmarking in organization.
- 92% of respondents choose no, 0% of respondents choose yes, 8% of respondents choose cannot say that there is any public grievance system in VPT. It is concluded that there is only employee grievance redressal in VPT but not for the public.
- 76% of respondents choose always co employees extend their cooperation, 16% of respondents choose sometimes that co employees extend their cooperation, 8% of respondents choose never that co employees extend their cooperation in grievances. It is concluded that cooperation between employees is good and they help in solving of grievances.
- 40% of respondents choose most useful, 48% of respondents choose reasonably useful, 12% of respondents choose no comment that employee consultation and cooperation is developing an employee friendly environment. It is concluded that employees agree their cooperation towards the management in hr practices will be useful for them.
- 48% of respondents fully agree that grievance redressal is on the active mode in the public sector, 40% of respondents

disagree that grievance redressal is on the active mode in public undertakings, 12% of respondents choose initial stages that grievance redressal is on the active mode in public sector undertakings. It shows that grievance redressal in public undertakings cannot be confirmed it is based on employee and their situations.

- 58% of respondents opt no that do not prefer to give suggestions and 30% opt for no comment, 12% opt for yes that employees prefer to give suggestions. It shows that most of the people are not interested to give suggestions.
- 66% respondents feel that superior level management sometimes gives patient hearing to the employees Grievances 26% respondents feel that they always give but 8% respondents disagree with this statement. It is concluded that superior level management sometimes gives patient hearing to employee's grievances.
- 62% respondents feel that time taken for the settlement of Grievance is moderate 22% respondents feel that its quick, 16% respondents feel time taken for settlement of grievance is late. It is concluded that most of the employees feel that the time taken for the settlement of grievance is moderate
- 28% respondents said that training is provided to the supervisors and union representative in handling Grievances and 72% respondents said they don't provide any training to handle Grievances. It is concluded that there is no training is provided to the supervisors and union representative in handling grievances.
- 71% responded that Grievances of different levels of employee is given equitable treatment and rest i.e. 29% responded that they are not given. It is concluded that all the employees having the equitable treatment in different levels
- 30% of the respondents is completely agree that Grievance redressal procedure is useful to the employee to resolve their individual Grievances 64% of respondents partially agree with this statement and 6% of respondents not at all agree with this statement. It is concluded that up to some extent grievance redressal procedure is

useful to the employee to resolve their individual grievances.

VI. 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 fastly.
2. Designated section officers are vested with powers to decide on the genuinely or frivolousness of a complaint. Here, the authorities need to exercise judicious appreciation of the facts, circumstances and situational context before deciding upon the genuinity of employee grievance. Too much leniency and strictness results in new problem instead of arriving at a solution.
3. Counselling of employees should be given the employees in the regular intervals of time this will help the organization to understand the problem of employees and to solve them .this will increase the job satisfaction and also the efficiency of employees.
4. 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.
5. Company has to give a chance to the employees to express their views and ideas for the betterment of the procedure of grievance handling.
6. Training should be given to the grievance handling supervisors that would give better results in handling the grievances.

7. Grievance cell very much essential in a public sector undertaking handling with staff, workmen as officers' category to root out their grievances.
8. Grievance procedure should apply to all service matter and be redressed within a month.

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