

An Internship Report
On
'Grievance Handling Procedure of SS Power I Limited'

Prepared By:
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ID No.: 20164059

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Master of Business Administration

BRAC Business School
BRAC University
16/03/2023

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Declaration

It is hereby declared that:

01. The internship report submitted is my/our own original work while completing degree at BRAC University.
02. The report does not include information that has already been published or written by a third party, unless it is properly cited with complete and correct referencing.
03. No information in the report has been accepted for or submitted for consideration for any other degree or certificate at a university or other institution.
04. I/We have acknowledged the primary sources of assistance.

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Ishmam Ahmed Tamim

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Letter of Transmittal

Dr. Syed Far Abid Hossain
Assistant Professor,
BRAC Business School,
BRAC University
66, Mohakhali, Dhaka-1212.

Subject: Submission of Internship Report on ‘Grievance Handling Procedure of SS Power I Limited’.

Dear Sir,

This is my pleasure to submit an internship report on ‘Grievance Handling Procedure of SS Power I Limited’. It was a wonderful chance for me to learn about and get experience with the duties and procedures of a power generation company. I believe that the knowledge and hands-on experience I have accumulated during the internship at SS Power I Limited will be of immense help in my professional career. To ensure that the purpose of this internship has been fulfilled, I have given my best efforts. However, I will be happy to be of assistance should you require any further clarification.

Sincerely yours,

.....

Ishmam Ahmed Tamim
Student ID: 20164059
BRAC Business School
BRAC University
Date: 16/03/2023

Non-Disclosure Agreement (NDA)

For the purpose of an internship, SS Power I Limited and the undersigned student, Ishmam Ahmed Tamim (Student ID: 20164059), at BRAC University, have created and entered into this report. During the internship with SS Power I Limited, I have acquired 'confidential information' and with acknowledgement of SS Power I Limited management process. So, without prior permission and notice to SS Power I Limited and me, it is strictly prohibited to share this 'confidential information' with any online, offline, and other news or print media.

Acknowledgement

It brings me a tremendous deal of pleasure to share this information. I want to sincerely express my thanks to all the authors who have contributed to this work. Unfortunately, no matter how long the list of expressions of gratitude is, it will always be inadequate.

To begin with, I would like to thank our Almighty for giving me the patience and courage to finish this monumental task within the given deadline. Furthermore, I sincerely acknowledge my debt to our honorable faculty Dr. Syed Far Abid Hossain for his invaluable counselling to make my report better. Without his encouragement, it would have been impossible to accomplish this important task.

I am especially grateful to Mr. Md. Sayeed Hossain Chowdhury (Deputy Manager, HR and Admin Division, SS Power I Limited) for offering me the internship training.

In completing my report, I am also grateful to everyone I troubled, both inside and outside of SS Power I Limited.

Executive Summary

It might be difficult and uncommon to prepare a report on grievance handling procedures. This report was created using actual field practice. Working with SS Power I Limited for three months to finish my internship program for graduation was a nice experience for me.

The first section of this paper, titled "Introduction," includes basic subjects such as significance, goal, methodologies, and research drawbacks. In short, it outlines the methodology and context of the research to create the report. The next part of the report highlights a brief description about SS Power I Limited and its company profile, mission, vision, and project organogram. In the third part 'Literature Review', the grievance handling procedure is presented. That includes meaning, kinds, causes, principles, and a flow chart of grievance handling procedure system. In the main part of the report, the 'Grievance Handling Procedure of SS Power I Limited' is analyzed and presented with the help of the opinions of the employees and workers by pie charts. At the very end of the report, findings and probable recommendations are presented since they could help understand the report properly.

This paper briefly discusses the "Grievance Handling Procedure of SS Power I Limited."

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Chapter-01

Introduction

1.1. Student Information:

Particulars	Details Information
Student's Name	Ishmam Ahmed Tamim
Student's ID	20164059
Department	BRAC Business School (BBS)
Program	Master of Business Administration (MBA)
Major	Human Resource Management (HRM)

Table-01: Student Information

1.2. Internship Information:

1.2.1. Company Name, Department/Division, Company Address, Period of Internship:

Particulars	Details Information
Company Name	SS Power I Limited
Company Address	Plot-05, Road-02, Level-03, Gulshan-01, Dhaka-1212, Bangladesh
Department	HR & Admin Department of SS Power I Limited
Period	October 31, 2022 to January 31, 2023 (Approx. 03 Months)

Table-02: Internship Information

1.2.2. On-site Supervisor Information:

Name & Designation of the On-site Supervisor
Md. Sayeed Hossain Chowdhury Deputy Manager (HR & Admin), SS Power I Limited.

Table-03: On-site Supervisor Information

1.3. Significance of the Report:

A grievance can be filed by an employee. Employee dissatisfaction occurs as a result of the grievance. Grievance is an important aspect of labor relations. As I am a student of MBA, and this part of MBA program requires preparing an internship report. The topic of the report is “Grievance Handling Procedure of SS Power I Limited”.

1.4. The Study’s Objectives:

The primary goal of this research is to meet a part of the criteria for a Master of Business Administration (MBA) degree. However, the study's particular aims are as follows:

- To understand the objectives of SS Power I Limited's Grievance Handling Procedure;
- To know the source of grievance;
- To identify grievance of the employees as well as the workers;
- To determine who are responsible for Grievance Handling;
- To identify problems faced by the employees while presenting grievance; and
- To learn the methods and types of grievance.

1.5. Purpose of the Study:

The scope of the report is limited to the opinions of the employees and workers of SS Power I Limited. There is a limit to the scope of this report. This report solely covers "Grievance Handling Procedure of SS Power I Limited." I have mainly focused how and what types of principles are followed in SS Power I Limited to handle grievance.

1.6. Drawbacks of the Study:

I assume myself fortunate to have been given the opportunity to write a report on the ‘Grievance Handling Procedure of SS Power I Limited’. The effort that went into preparing this report to be as well-informed as possible was my best. But unfortunately, I had to face some unforeseen difficulties to prepare this report. In spite of giving by best efforts, some difficulties that hamper my schedule report work. Some of the constraints are as follows:

- Inadequate information access, that proved to be a challenge given the extent of the analysis required to conduct the study;
- Confidential information that bears vehement importance was not provided as necessary;
- Many of the organization's employers were unaware of all of the information I requested. Many of them were similarly hesitant to respond to the queries. These factors inhibited the data collection process;
- Despite being cooperative, some employees could not manage enough time to provide information due to an excessive workload; and
- A mentionable constraint of the study resulted in from the lack of prior experience of doing such work.

Chapter-02

Organizational Overview

2.1. Company Profile:

SS Power I Limited is a joint venture (JV) between Bangladesh's S. Alam Group and two Chinese firms, SEPCOIII Electric Power Construction Company Limited (SEPCOIII in short) and HTG Development Group Company. Being one of the largest private sector investments ever made in Bangladesh's power industry, their enterprise aims to provide the country with a sustainable and stable power supply in order to attain self-sufficiency and satisfy the country's development needs.

SS Power I Limited is presently in charge of the execution of the 2 x 660 MW Coal fired Super Critical Thermal Power Plant at Banshkhali near Chittagong on a Build, Own and Operate Model.



Figure-01: Logo of SS Power I Limited

2.2. Mission:

The mission of SS Power I Limited is:

'To be a world class leader in businesses that enrich lives and contribute to nations in building infrastructure through sustainable value creation'.

2.3. Vision:

The vision of SS Power I Limited is:

'To be a world class leader in businesses that enrich lives and contribute to nations in building infrastructure through sustainable energy supply'.

2.4. Core Objectives of SS Power I Limited:

The objectives for which the company (SS Power I Limited) is established are:

- ❖ To carry on the business as a Special Purposes Vehicle company to design, invest, insure, build, own, operate and maintain a project for the development of a Coal- Fired Power Generation Facility of 672 MW (net) capacity and or other capacity at Chittagong, Bangladesh (and or other places) as approved by the Power Division, Ministry of Power, Energy and Mineral Resources, Government of Bangladesh on 23.10.2013 and sanctioned by the Bangladesh Power Development Board (BPDB) vide Memo No. 2156-BPDB (Sectt.) Dev-7942009 dated 31.10,2013 (the Project) to supply electricity to be produced in its power plant to BPDB and or the Government of Bangladesh under the power Purchase Agreement and to do and perform all acts, deeds and other obligations with the said authorities and Government under the said permission, arrangements and transactions.
- ❖ To build, develop, install, setup, operate & maintain power plants in Bangladesh and to sell the generated power commercially to any person or to any legal entity in Bangladesh and to procure from here and abroad fuels and equipment and things of all kinds and descriptions which may be required to set up, operate & maintain power plants and its infrastructure and to sell or use the by-product produced by the power plant, the scraps or unused materials and surplus fuel, and to establish any subsidiary or business.
- ❖ To design, invest, insure, construct, own commission, operate and maintain any project of power generating facility of any quantum of capacity in Bangladesh or abroad, either for commercial purpose on private entrepreneurship or in joint venture or joint collaboration with or through receiving local or foreign investment from other company or companies or investors, or under agreement with the Government of Bangladesh. To acquire land by purchase, lease or otherwise, and to build, erect, install, maintain such constructions including reservoirs and any other storing facilities to carry out the objectives stated herein.

- ❖ To carry on the business to generate power as merchant commercial power producer and small, medium or bulk power producer and to sell the generated power commercially to any person or to any legal entity in Bangladesh and to procure from home and abroad fuels and equipment and things of all kinds and descriptions which may be required to setup, operate & maintain power plants and its infrastructure.
- ❖ To own, possess, acquire, construct, establish, install tanks and maintain roads, railways, landing grounds, docks, jetties, bridges, pipelines, telegraph, telephone, wireless, gas works, steam works, electric works, power house, foundry workshop, guard towers and other applications, office building, dwelling house, rest house and other assets, that may be necessary for power plants and also to purchase, build, charter, hire and otherwise to obtain permission or license or lease from Government or other public authorities for use of the seashore, river shore and adjacent areas for purposes that may be necessary for power plants.
- ❖ To invent or avail of any new/suitable or cost-effective technology or technological development in the production and marketing of power and also to get into any franchise or technology or other agreement. To perform as contractor to undertake the Operation & Maintenance (O&M) of power plants, and also to design, draw, build, construct, render service to. in respect of power plant, high voltage and extra high voltage sub-station and grid lines including the Engineering, Procurement & Construction (EPC) of power plants at home and abroad.
- ❖ To lease the firm's assets and properties as collateral for loans and/or credit facilities to be supplied to any associate company or companies, or a third party, as well as to provide a guarantee guaranteeing the obligations of such associate company or companies and/or third party.
- ❖ The liabilities of the company's members is closely interlinked.

- ❖ To borrow or secure the payment of anything or the quantity of money set aside for the purpose of company with or without encumbrance, to mortgage the property and assets of the Company as security for loans and or any credit facilities to be arranged for itself or any associate company or companies or third party and also to give guarantee including corporate guarantee securing liabilities of such associate company or companies and or third party and to take or obtain such guarantee or surety from other company or companies for fulfilling the requirements of the lending entities and to do any or every other function or functions that are conducive or beneficial for the above business of the Company.

- ❖ To achieve its commercial objectives, the corporation may form a partnership, joint venture, take over, or amalgamate with another company, as well as get loans from banks and other financial institutions in any way it sees fit.

- ❖ The Company's Authorized Share Capital is TK. 25,00,00,00,000 (Two Thousand Five Hundred Crore) divided into 2,50,00,00,000 (Two Hundred Fifty Crore) Ordinary Shares of TK 10 (Ten) each with power to increase or reduce the capital and to divide the shares into different classes and to attach thereto any special right or privileges or conditions as regards dividends, repayment of capital, voting or otherwise or to consolidate or sub-divide the shares.

2.5. Project Organogram:

The Organogram of SS Power I Limited is given below:

Under 'Project Director', there are some departments. They are:

- ⇒ Accounts and Finance Dept.
- ⇒ HR and Admin Dept.
- ⇒ Mechanical Dept.
- ⇒ Public Relations and Affairs Dept.
- ⇒ Electrical Dept.
- ⇒ Commercial Dept.

Under all of the above-mentioned departments, there are some posts. They are:

- ⇒ General Manager (GM)
- ⇒ Deputy General Manager (DGM)
- ⇒ Assistant General Manager (AGM)
- ⇒ Manager
- ⇒ Deputy Manager
- ⇒ Assistant Manager
- ⇒ Executive

A diagram of Project Organogram of SS Power I Limited is given below:



Figure-02: Project Organogram of SS Power I Limited

[Source: Self creation]

Chapter-03

Theoretical Aspects & Literature Review

3.1. Definition of Grievance:

A grievance is described as an employee's concern with a company's work regulations and working conditions as a result of an alleged violation of the law. The dissatisfactions of the employee may or may not be justified. However, if there is any gap between an employee's expectations and actual treatments from the company, it is usually reflected by grievance. Grievance negatively affects the performance and motivation of an employee. The work environment is also affected by grievance. Therefore, it is usually suggested that grievance should be addressed following proper protocols.

3.2. Grievance should be redressed:

Grievances are inevitable and important in an organization. In any organization's administrative machinery, they are usually observed. Employees may have grievances against one another, their managers, or even their clients. A functional redressal mechanism for grievance is a must for the purpose of tracking the frequency and the number of grievances because an organization's efficiency is signified by grievance. The better the redressal mechanism is executed the lesser will be the number of grievances. It is possible to attain a significant level of trust of employees towards their company if a grievance is redressed in an effective and swift fashion. An often-suggested way to redress employee grievances is a virtual help desk operated by the HR department.

3.3. An Example of Grievance:

Sanitation and cleanliness quite often come up as a common example of grievance. Eating areas and restrooms are often at the top of the list when it comes to generating complaints from employees. Another mentionable example is inaccurate and untimely reimbursement of cabs even though a reimbursement has been claimed by an employee.

3.4. Grievance Handling in HR:

The process of handling and managing grievances by the HR department of an organization is termed as grievance handling. Setting up a formal process so that employee grievances can be redressed falls within the duties of the department. An intuitive and agile HR Tech usually executes this process in most large-scale enterprises by means of running a virtual help desk and provides assistants to HRs to offer swift redressals.

3.5. Identifying Employee Grievances:

It is possible for HRs to accumulate employee grievances in multiple ways. They are:

a) Direct observation:

The majority of competent HRs have a talent for gauging employee mood. Simply by paying close attention to their abilities and maintaining a sympathetic ear to how they are feeling on a daily basis. They are able to tell whether someone is struggling, whether it be at work or at home. Additionally, HRs are able to monitor employee attitude with the use of pulse surveys made possible by their HR management system in order to anticipate any grievances.

b) Help Desk:

HR professionals can recognize employee grievances and categorize them into numerous buckets by running virtual help desks executed by HR techs and cloud-based solution systems for swift redressal.

c) Open-door policy:

Employees have an inherent need to be heard, and the company should provide them with safe spaces where they can openly talk about their problems without being judged. To encourage employee expression, businesses must foster an environment of empathy. The HR department may help achieve this goal by maintaining an open-door policy that gives lower-level employees access to Chief Executive Officers for the purpose of voicing grievances.

d) Exit interviews:

These are an additional method of identifying grievances. When an employee resigns from an organization, they are frequently willing to say things out loud that they were reluctant to voice during their tenure. Exit interviews that are properly performed may highlight the organization's advantages and disadvantages, aiding HR in preventing future grievances.

3.6. Writing a Grievance description:

The following attributes should be mentioned in a grievance description:

- a. The letter/description must clearly identify the nature of the grievance and provide the real description of the grievance;
- b. It must be direct and to the point in nature in order to address the issue;
- c. As objectively as possible, the facts should be stated;
- d. It would be wise to avoid using foul language or obscenities;
- e. The letter/description should objectively describe how the employee is feeling and why it has become a grievance for the employee rather than expressing anger; and
- f. It should end by requesting prompt redress and expressing willingness to work with the appropriate parties for the same.

3.7. The difference between a complaint and a grievance:

Even though the terms "grievance" and "complaint" are commonly used interchangeably, they differ somewhat. A grievance is a formal complaint made by an employee to the relevant authorities, typically in writing, as opposed to a complaint, which is typically of a casual character. While grievances are more objective and are based on facts that have made the employee uncomfortable at work, complaints are more often emotional and not necessarily based on facts.

3.8. Dealing with grievance at workplaces:

Employee unease can reduce an organization's productivity. Therefore, it is crucial for HR departments to have a system with a view to hearing and resolving employee grievances. That objective may be possible to accomplish it by taking the following easy steps:

- i. Creating a mechanism;
- ii. Listen more than talk;
- iii. Inquire and investigate;
- iv. Hold a formal meeting;
- v. Decide and act;
- vi. Set up and communicate the appeal process;
- vii. Review the situation;
- viii. Analyze and plan ahead.

3.9. Literature Review:

3.9.1. Meaning of Grievance:

- Grievances are defined by Michael J. Jucious as “Any unhappiness or dissatisfaction, whether genuine or not, coming out of anything related with the organization that one person thinks, believes, or even feels is unfair or inequitable”. [*Jucius, M. J. (1975). Personnel management. McGraw-Hill/Irwin.*]
- A source of discomfort and grievance; a wrong done and suffered; something that causes admonishment or opposition, as a result of injustice, unfairness, etc. [*H. A. Bruce & Co. (1864). General Sir William Napier, K. C. B., author of "History of the Peninsular War," and others: H. A. Bruce modified the piece. Using portraits.*]
- **Legal Definition of ‘Grievance’:** In labor law, a grievance is a complaint lodged by an employee about working conditions that is to be resolved through the prescriptive machinery established in the contractual obligation. An injury, injustice, or wrong that gives rise to a complaint. [*A. Cox, Harvard Law Review, 601-657, 1956.*]
- An employee grievance is a problem in which the employee is unsatisfied with the employer. [*L. W. Porter and R. M. Steers (1973). Employee turnover and absenteeism are affected by organizational, job, and personal factors. Psychological Bulletin, 80(2), 151.*]

3.9.2. Causes of Grievance:

Grievances typically result in when employees or labor unions protest against management actions or inactions that are thought of as violations of workers' rights in the course of normal business operations. There are undoubtedly a few factors that might result in grievance. The following list includes a few of them:

3.9.2.1. Organizational Policies:

There are some organizational policies that cause unrest and dissatisfaction among the employees of an organization. The resulting grievances are often observed in most typical workplaces. The policies that ultimately causes grievance are: concerns connected to specific infractions in regards to promotions, safety procedures, transfers, disciplinary rules, fines, granting of leaves, medical facilities, and so forth.

3.9.2.2. Working Environment:

A gratifying workplace may imply many different things to each employee, who always wants a fantastic and perfect place to work. To establish a bearable workplace, the organization must be persuaded. However, the following violations in workplaces may result in employee grievance:

- Poor working conditions;
- Inadequate health and safety devices;
- Behavior of supervisor;
- Defective promotions;
- Faulty machines and equipment;
- Strained relations;
- Behavior of top management;
- Excessive discipline; and
- Partiality and nepotism.

3.9.2.3. Supervision:

Some employees enjoy taking on responsibilities in many contexts, including project management, promotion, and other exciting endeavors. It is ascribed to individual staff members' interests, and supervisors can also serve as effective motivators. In case an employee is refused this authority or supervised in a way that interferes with his authority, grievance is resulted in.

3.9.2.4. Work Group:

- Inability to adjust with colleagues;
- Victimization an object of ridicule and humiliation; and
- Suffer from feeling of neglect.

3.9.2.5. Maladjustment of the Employee:

- Lack of interest; and
- Improper attitudes towards work.

3.9.2.6. Economic Manners:

The workforce can be effectively motivated by it. Almost majority of the employees are motivated by decent pay and other supportive amenities. However, any violation of the following examples of economic manners can cause employee grievance:

- Increments;
- Incentives;
- Allowances;
- Inadequate bonuses;
- Overtime payments;
- Wage fixation and revision; and
- Demand for welfare and equipment.

3.9.3. Different forms of Grievance:⁶

Depending on who is impacted at various levels and in various workplaces, there are several distinct types of grievances:

- Individual grievance;
- Factual grievance;
- Policy grievance;
- Group grievance; and
- Disguised.

Short descriptions are given below:

3.9.3.1. Individual Grievance:

Individual grievances are claims that management's activities have violated that person's rights as specified in the collective bargaining agreement, the law, or by some unethical conduct. Since it is in everyone's best interest for the grievance to be handled appropriately, the supervisor, not the employee alone should file the grievance. If someone's rights have been violated and they decline to register a grievance, the supervisor should do it on their behalf.

3.9.3.2. Factual Grievance:

A worker is said to have a factual grievance when he is uncomfortable with his job for valid, factual reasons such as a violation of the contract or other challenges that are closely connected to management. As a result, when justified desires are not realized, factual grievance emerges.

3.9.3.3. Policy Grievance:

Policy grievance is filed by the union, not the person. This occurs when management either breaches or incorrectly interprets the collective bargaining agreement, potentially affecting all members.

For instance, management may choose a day employee regardless of seniority to work on a "off-shift." The union may submit a grievance even if the employee has no objections in order to prove and guarantee that seniority is maintained in such circumstances.

3.9.3.4. Group Grievance:

When multiple members of a staff is affected similarly and simultaneously, a group grievance can be filed. A change in the start time for all workers working in the day shift is an example of a group grievance.

3.9.3.5. Disguised:

An employee may be dissatisfied for reasons he or she is ignorant of. Another source of stress and discontent for an employee may be his personal life. Grievances that result in due to such situations are called disguised grievances.

3.10. General Principles to Handle Grievances:

The following methods can be applied in order to handle grievances:

- If possible, grievances should be resolved peacefully rather than through formal procedures. People are required to participate in the process in good faith in order to solve a specific problem. The grievance procedure should not be used in lieu of regular day-to-day exchanges.
- Any measures performed using this technique should be accomplished as soon as possible, unless there is a convincing cause to prolong the procedure.
- It is acknowledged that there may be situations in which resolving a grievance informally is not practicable. In these situations, It is vital that all participants understand whether the meeting takes place during the informal or formal stages of the process.
- Proceedings may be paused at any time during the process, provided that everyone engaged agrees, to allow for mediation, fact-finding, or other non-adversarial interactions with the purpose of promoting case disposition.
- If the grievance is deemed trivial upon investigation, it is permissible for the manager to dismiss it without considering it any further. Proper advice should be given to the employee in such cases.
- With the employee's consent, the organization may modify this approach to suit a specific situation. The operation may be stopped if it becomes impractical to carry it out any longer. In such circumstances, the organization shall inform the parties who have been wronged in writing of the resolution of their complaint.
- All parties involved in these processes must guarantee that the secrecy of the process is maintained both inside and outside of the organization.
- A member of the HR staff will be consulted and will provide appropriate guidance on the official procedure.
- Employees should be encouraged to bring up information regarding any relevant equality or diversity concerns while performing out this procedure.

- Any employee subjected to this procedure shall have the right to have a trade union representative or coworkers join them at any official meetings convened in accordance with this procedure.
- Timeframes may be extended due to the intricacy or unique circumstances of a case. In such cases, the person in question shall be informed of the delays' causes.

3.10.1. Informal Procedure:

- Grievances are often swiftly and amicably settled by discussions with management, and it is expected that every effort will be made to do so. As a result, employees are required to discuss any problems or concerns with their immediate superior informally.
- Managers may hear an employee's concerns maintaining official confidentiality, make appropriate investigations, and try to sort out the concerns of the employee in a fair and prompt fashion.
- It is often advised that an employee will first attempt an informal resolution of his grievance and only then move on to file a formal grievance if informal measures have not been successful in resolving the problem or if the situation makes this approach unacceptable. The grievance process should be used to formally bring up the issue.
- It is a manager's duty to settle the grievance informally and to inform the employee filing the grievance of the result. This often takes the form of a recap of the conversation and its conclusion.
- If an employee files a grievance against his or her boss, the subject should be submitted to that person's management, who will then attempt to settle the issue respectfully and responsibly.

3.10.2. Formal Procedure:

3.10.2.1. Stage One - Formal Resolution:

- If it is determined that informal resolution of a grievance is difficult, the employee should be instructed to address the subject in a formal and timely manner by expressing his concern in writing.
- The manager will send a letter to the employee acknowledging receipt of the grievance, which should take place within five working days under usual circumstances.
- Management will call a formal grievance meeting and invite the employee to attend. This meeting is usually held ten working days following the written acknowledgement.
- Following the initial grievance meeting, the manager may decide that further investigation is required or appoint an officer to carry out a fair and in-depth examination into the relevant background information or any claims made by the employee.

3.10.2.1.1. Investigation:

- ❖ If an investigation is judged required, the manager will delegate the assignment to an agent. In cases where the grievance involves other workers, the parties concerned will be notified in writing of the nature of the grievance and given the chance to respond.
- ❖ The manager will get the inquiry's findings in the form of an investigation report. The employee who filed the grievance will also have access to this report. Following the investigation, management may decide to hold another grievance meeting with the employee who presented the grievance. The goals of this meeting are to receive answers to any unknowns and to provide the employee an opportunity to talk about the investigation's findings. Under specific circumstances, it could be appropriate to convene a grievance hearing alongside the person who is being aggrieved and the person or people who are the target of the grievance.

3.10.2.1.2. Outcome:

- ❖ The manager will decide how the grievance will be resolved. He might dismiss the issue or he could accept it and select appropriate steps as necessary to resolve it.
- ❖ Within ten working days of receiving the investigation report or the findings of the final grievance meeting or hearing, the manager will typically inform the employee in writing of the decision and the opportunity to appeal. If this is not feasible, the employee will be informed why and when a response may be anticipated.
- ❖ Moreover, any employee (s) identified in the grievance must be notified by writing of the decision.

3.10.2.2. Stage Two – Appeal:

- Within ten working days of the stage one decision's deadline, an employee who still feels aggrieved may write to the HR director to exercise his appeal rights.
- A more senior manager, who is appointed as the Appeal Officer, will consider the appeal. The Appeal Officer will be assisted by a member of the HR Team and will have no prior knowledge of the matter.
- If more than one worker is involved in the appeal, the person(s) listed in the grievances will be notified of the appeal and its outcome.
- The decision can be made verbally in court, but it must be published or made official in writing within 10 (TEN) working days. Any extra action recommendations will be expressed directly in the letter.
- The decision may be made orally at the court hearing, but it must be announced or made official in writing within ten working days. Any additional action suggestions will be explicitly stated in the letter.
- The appeal judgment will be considered final, and no additional internal right of appeal will be allowed.

To guarantee conformity with evolving employment law and equality and diversity regulations, this approach will be routinely reviewed.

3.10.3. Meditation:

The parties to the grievances may request that the case be presented for mediation at any time during this procedure. Most situations involving interpersonal connections are probably best suited for meditation. Alternative, non-adversarial conversations could be held in some situations, nevertheless, in order to encourage a quick settlement.

Meditation is optional and will only take place if consent is given by all parties. However, it is hoped that staff members would understand the advantages of trying to resolve conflicts through meditation and will be open to and supportive of this strategy.

3.11. A Flow Chart of Grievance Handling Procedure System:

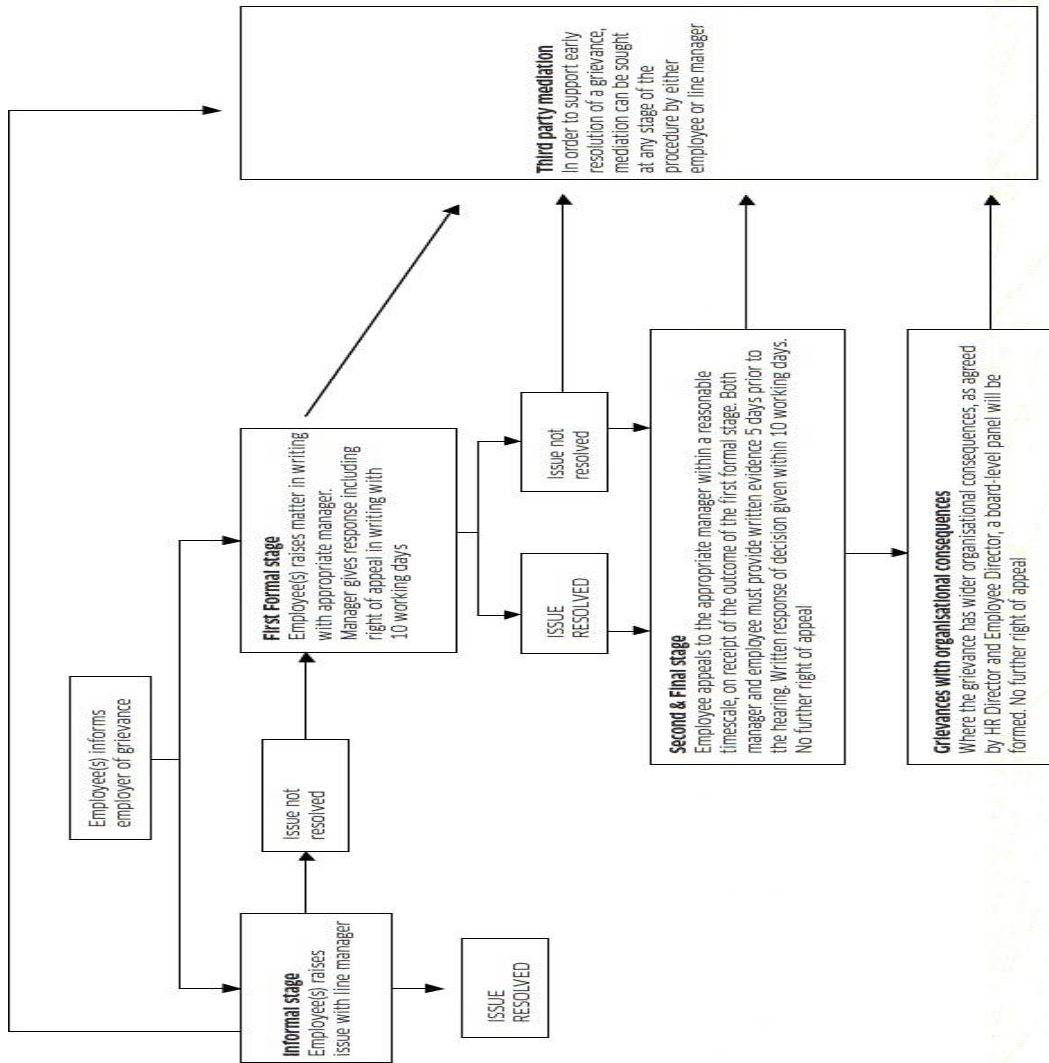


Figure-03: Grievance Handling Procedure Flow Chart

[Source: <https://images.app.goo.gl/ErMzbSn6KrUk7iTf9>]

Chapter-04

Project Part

(Grievance Handling Procedure of SS Power I Limited)

4.1. Introduction:

SS Power I Limited is a joint venture (JV) between Bangladesh's S. Alam Group and two Chinese firms, SEPCOIII Electric Power Construction Company Limited (SEPCOIII in short) and HTG Development Group Company. As one of the largest private sector investments ever made in Bangladesh's power industry, their enterprise aims to provide the country with a sustainable and stable power supply in order to attain self-sufficiency and meet the country's development needs.

SS Power I Limited is now in charge of the execution of the 2 x 660 MW Coal-fired Super Critical Thermal Power Plant in Banshkhali, near Chittagong, on a Build, Own, and Operate premise.

4.2. Objectives:

Some specific objectives are given in the following:

- ⇒ To identify grievance of the employees as well as the workers;
- ⇒ To know the source of grievance;
- ⇒ To identify problems faced by the employees while presenting grievance;
- ⇒ To learn the methods and types of grievance;
- ⇒ To determine who are responsible for Grievance Handling; and
- ⇒ To know the purpose of Grievance Handling Procedure of SS Power I Limited.

4.3. Research Methods:

There are generally three types of research such as qualitative, quantitative and mixed based on the form of data collection. Qualitative research refers to an iterative process of inquiry to seek an in-depth understanding of social phenomena (Aspers & Corte, 2019). It is a form of research that collects data through open-ended and conversational engagement.

Qualitative research method is constructed in a way to disclose the respondent's perceptions and behaviors in a related topic. As a result, in-depth interviews, content analysis, focus group discussions, case study methods are well accepted qualitative research approaches (“Qualitative Research: Definition, Types, Methods and Examples”, 2022).

Quantitative Research is a systematic analysis of particular events via collecting measurable data. This form of research utilizes statistical, mathematical, or technological methods to analyze data gathered through different sampling methods by using online surveys, polls, questionnaires and other forms of data collection method (“Quantitative Research: Definition, Types, Methods and Examples”, 2022).

Mixed research method is deployed to design a study method that combines both philosophical assumptions and inquiry methodologies. This form of research blends the methods of both qualitative and quantitative research to offer a more comprehensive understanding of a research problem than either method alone (Creswell and Clark, 2007).

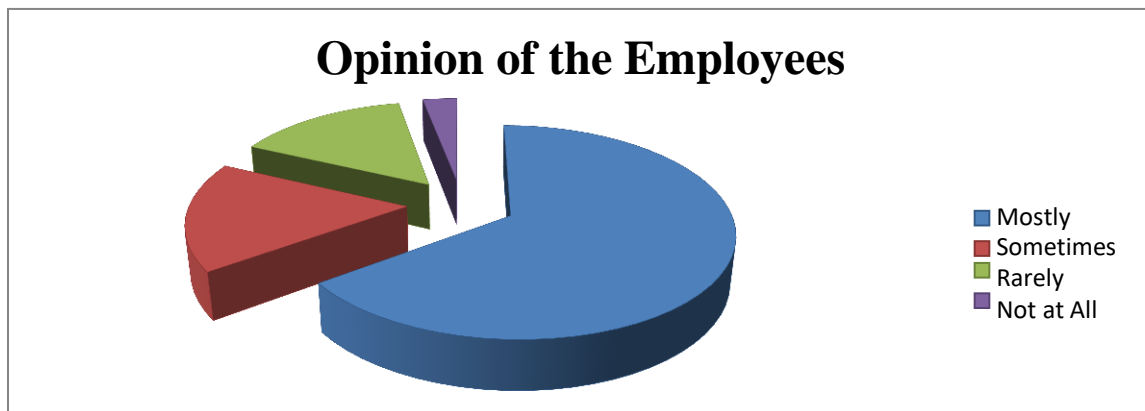
However, because the objective of this study is to assess the issues in workforce diversity, a quantitative research approach was chosen.

4.4. Analysis and Findings:

To understand the grievance handling procedure of SS Power I Limited, I have asked 15 questions to 60 employees and workers of the organization. The primary data which was collected by me during internship period is presented here with the help of Pie Chart.

4.4.1. Is your company's work culture accommodative?

Options	Frequency (n)	Percentage [(n/N) × 100%]
Mostly	42	70%
Rarely	05	08%
Sometimes	10	17%
Not at All	03	05%
Total	N = 60	100%

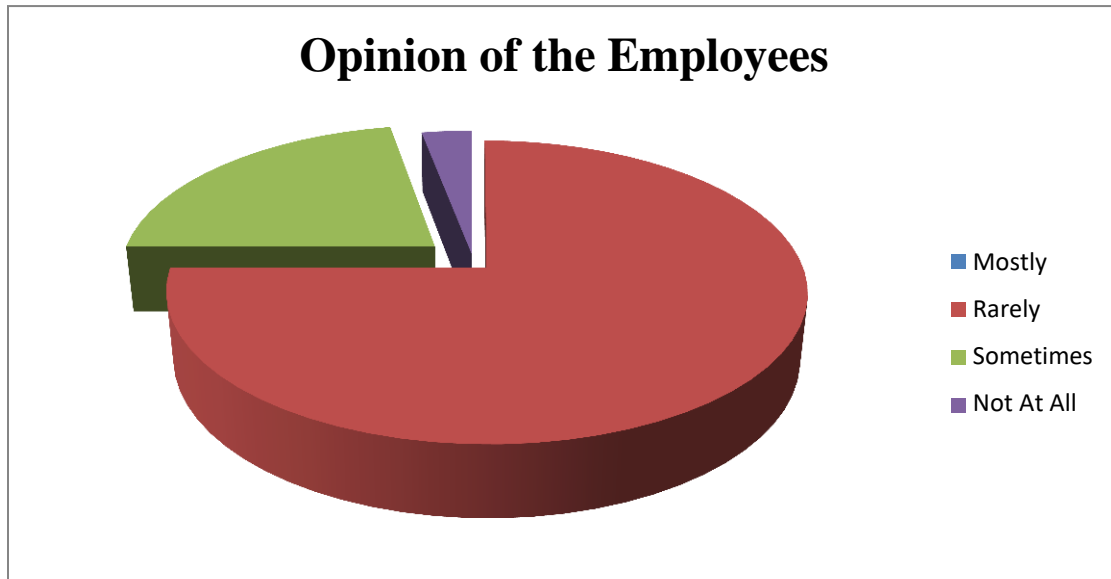


Comment:

The opinion of the employees and workers of SS Power I Limited is that: "Work culture is accommodative but not up to the mark".

4.4.2. How frequently do grievances arise in your company?

Options	Frequency (n)	Percentage [(n/N) × 100%]
Mostly	00	0%
Rarely	45	75%
Sometimes	13	22%
Not at all	02	03%
Total	N = 60	100%

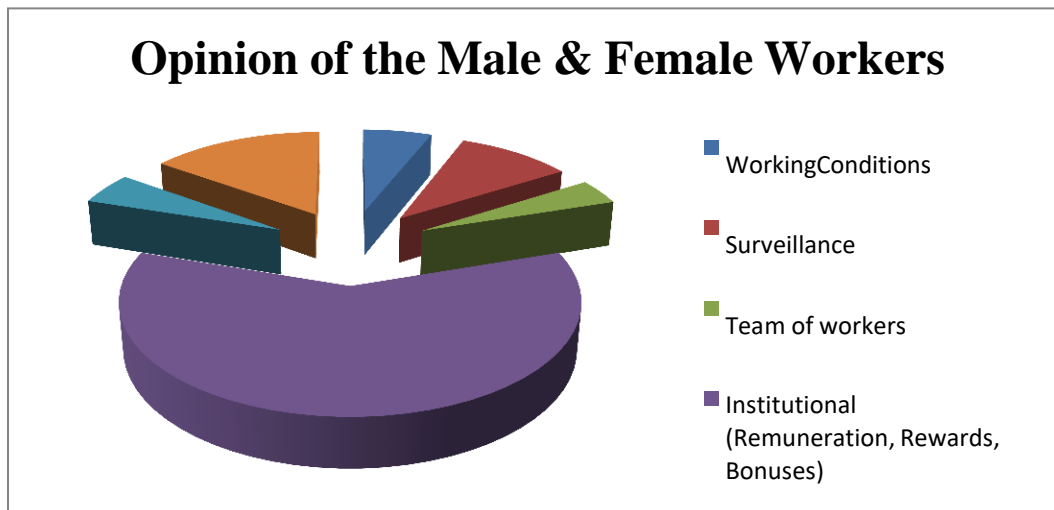


Comment:

Most of the employees and workers of SS Power I Limited face grievance rarely.

4.4.3. Most of your grievance is related to what?

Options	Frequency (n)	Percentage [(n/N) × 100%]
Working Conditions	04	07%
Surveillance	06	10%
Team of workers	03	05%
Institutional (Remuneration, Rewards, Bonuses)	35	58%
Social Injustice	03	05%
Sexual Harassments (Female Workers)	09	15%
Total	N = 60	100%

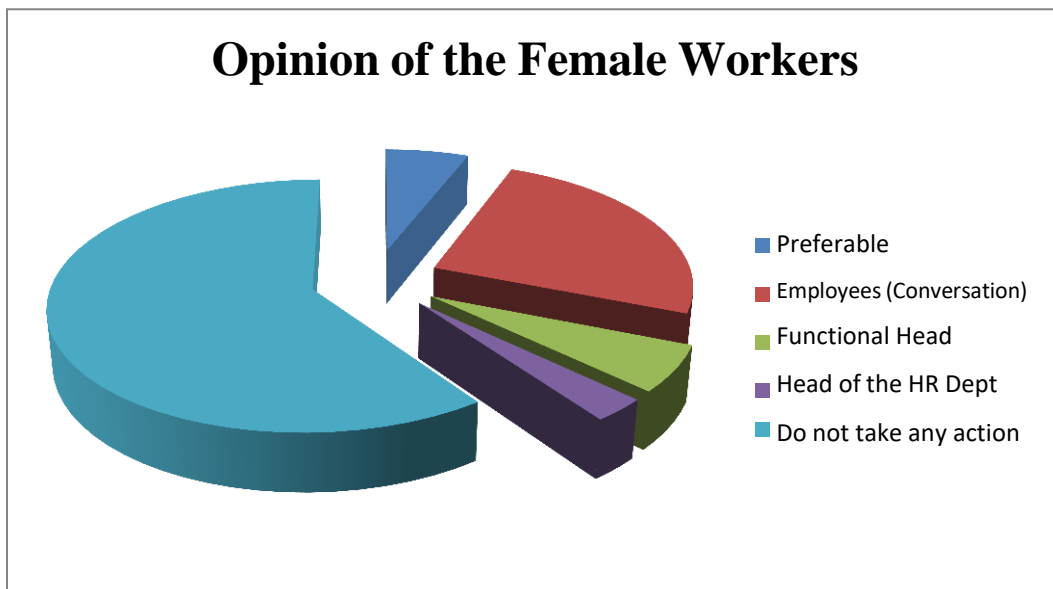


Comment:

Most of the employees and workers of SS Power I Limited have grievance on economic factors. Some of the female workers also face sexual harassments.

4.4.4. To whom you report/share if you have any grievance related to sexual harassment (Asked to 60 female workers of the organization)?

Options	Frequency (n)	Percentage [(n/N) × 100%]
Preferable	04	07%
Employees (Conversation)	15	25%
Function Head	04	07%
Head of the Dept. of HR	02	03%
Do not take any action	35	58%
Total	N = 60	100%

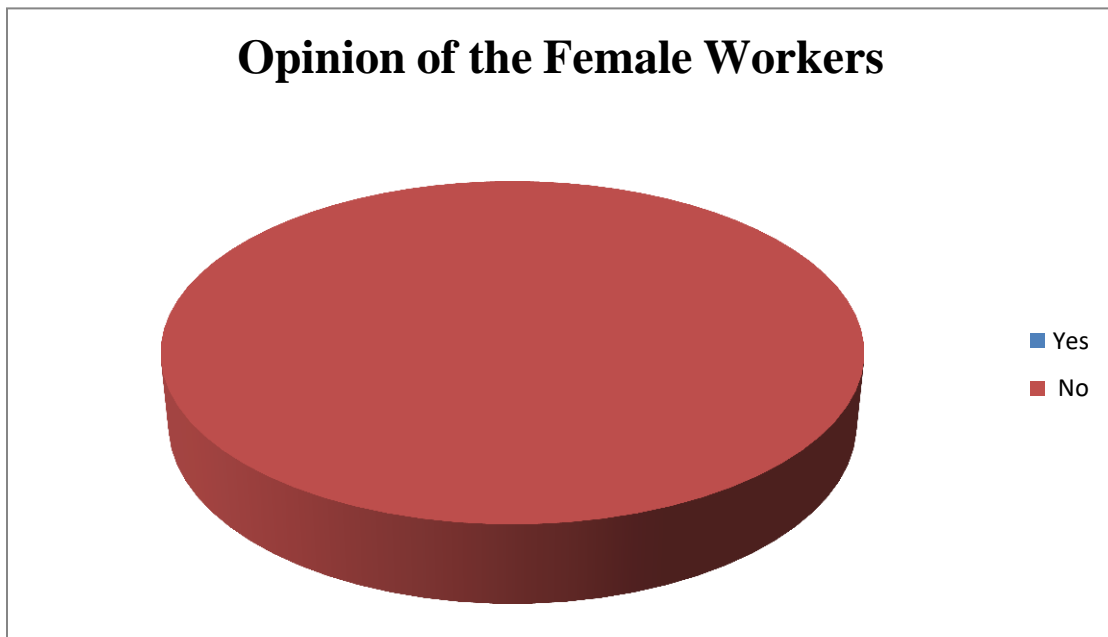


Comment:

Most of the female workers do not know to whom they will report if they face any sexual harassment. So, in most of the cases, they just do nothing or sometimes discuss with their colleagues.

4.4.5. Is there any female officer to whom you can report about sexual harassments?

Options	Frequency (n)	Percentage [(n/N) × 100%]
Yes	00	0%
No	60	100%
Total	N = 60	100%

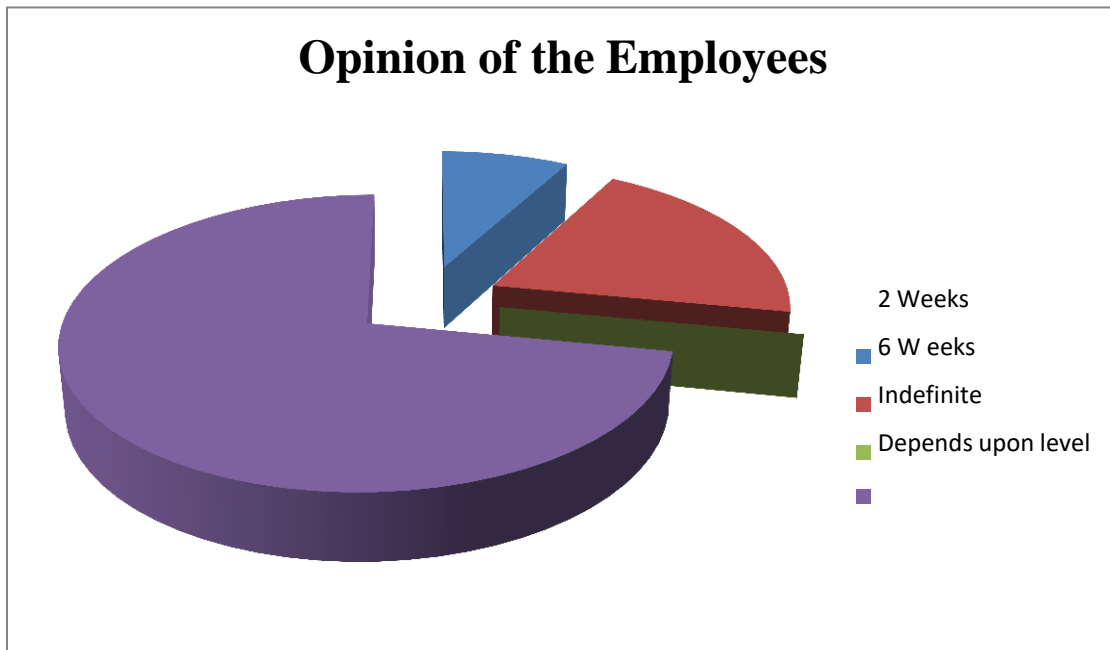


Comment:

There is no female officer for the female workers to listen about their grievance related to sexual harassments.

4.4.6. How long does it require your supervisors to resolve a complaint (Duration of Procedure)?

Options	Frequency (n)	Percentage [(n/N) × 100%]
02 Weeks	05	08%
06 Weeks	12	20%
Indefinite	00	0%
Depends upon level	43	72%
Total	N = 60	100%

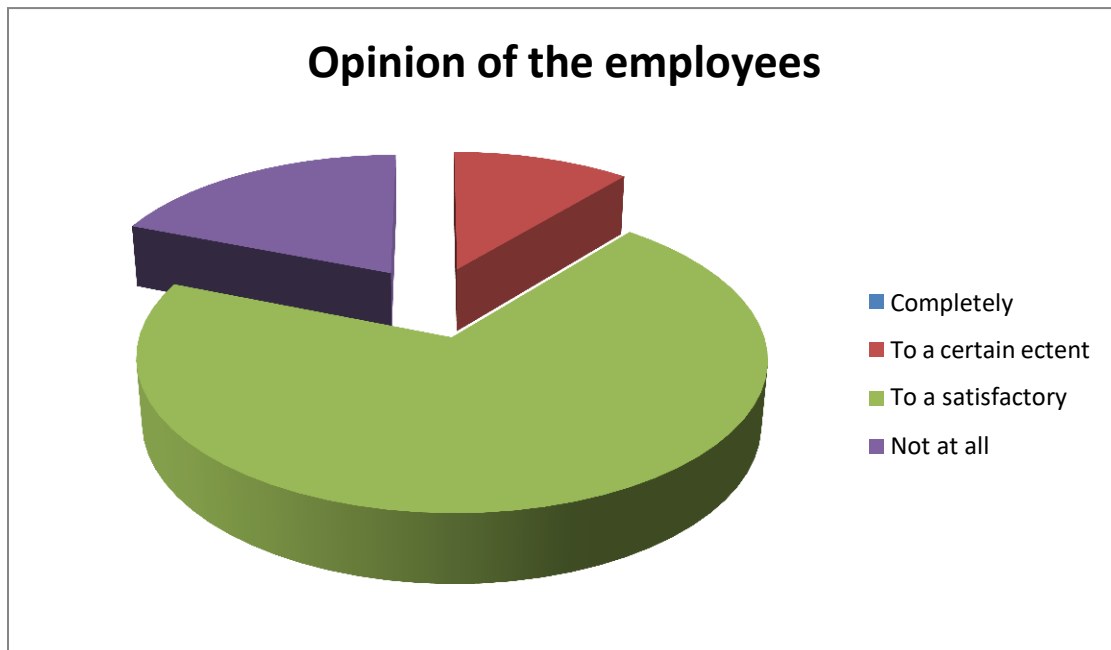


Comment:

Duration of the handling process is not fixed; required time depends on the position of the employees. Lower-level employees got less attention.

4.4.7. How successful the administration is in resolving grievances?

Options	Frequency (n)	Percentage [(n/N) × 100%]
Completely	00	0%
To a certain extent	07	12%
To a satisfactory	41	68%
Not at all	12	20%
Total	N = 60	100%

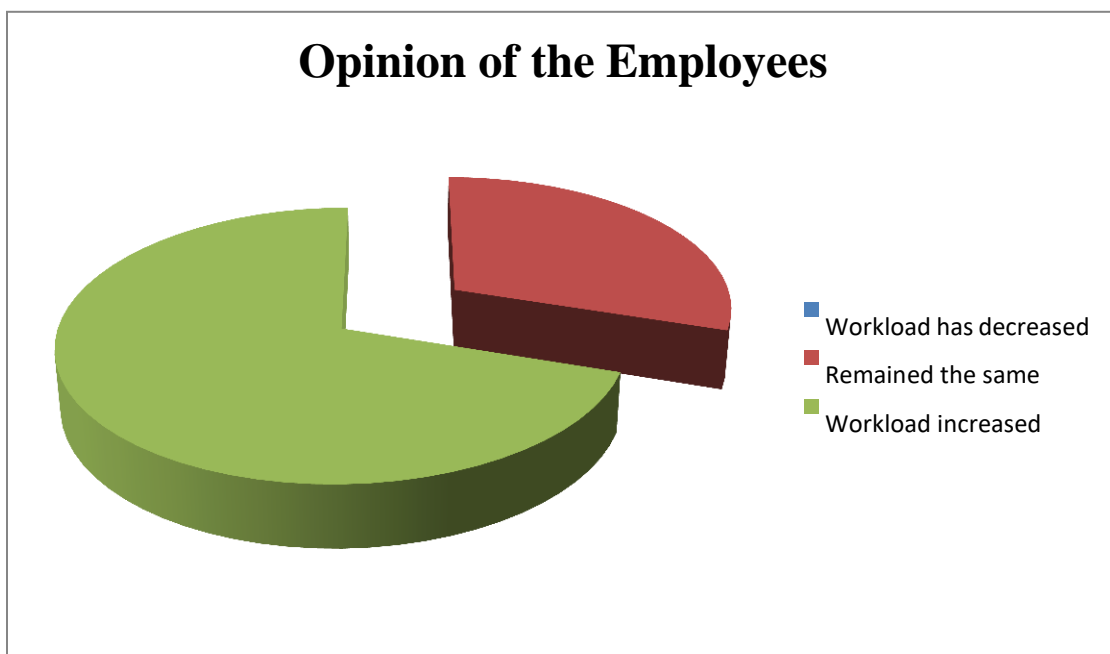


Comment:

Most of the employees of SS Power I Limited believe that, “Management is enough efficient in grievance handling”.

4.4.8. Please describe how the total workload evolved during the previous three years.

Options	Frequency (n)	Percentage [(n/N) × 100%]
Workload has decreased	00	0%
Remained the same	18	30%
Workload has increased	42	70%
Total	N = 60	100%

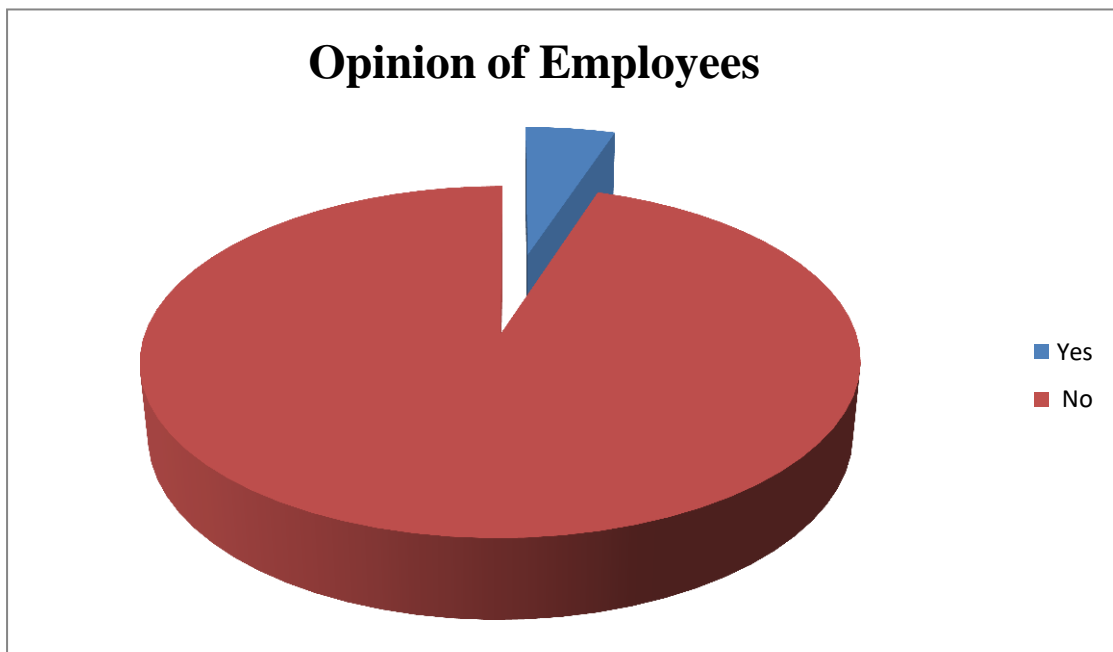


Comment:

For general workers workload has increased but for some upper-level employees'' workload has decreased.

4.4.9. Does the top management put pressure on the primary reason for grievance?

Options	Frequency (n)	Percentage [(n/N) × 100%]
Yes	60	0%
No	00	100%
Total	N = 60	100%

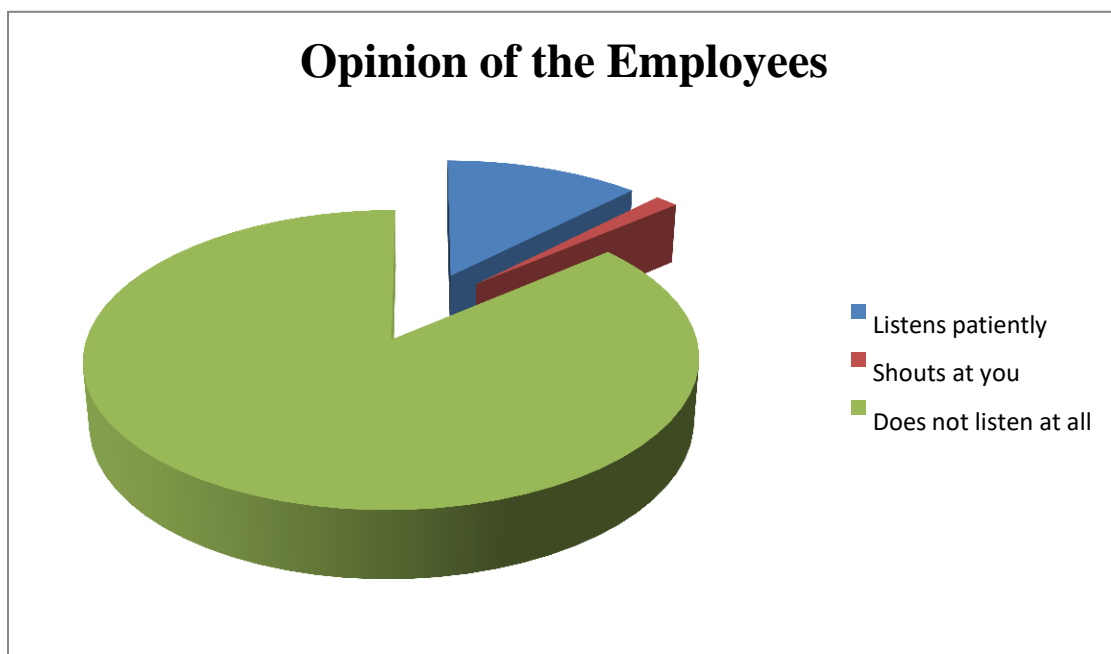


Comment:

The upper management of SS Power I Limited is not eager to find out the main reasons for grievance.

4.4.10. Does your higher authority listen when your grievance is presented?

Opinions	Frequency (n)	Percentage [(n/N) × 100%]
Listens patiently	03	05%
Shouts at you	36	60%
Does not listen at all	21	35%
Total	N = 60	100%

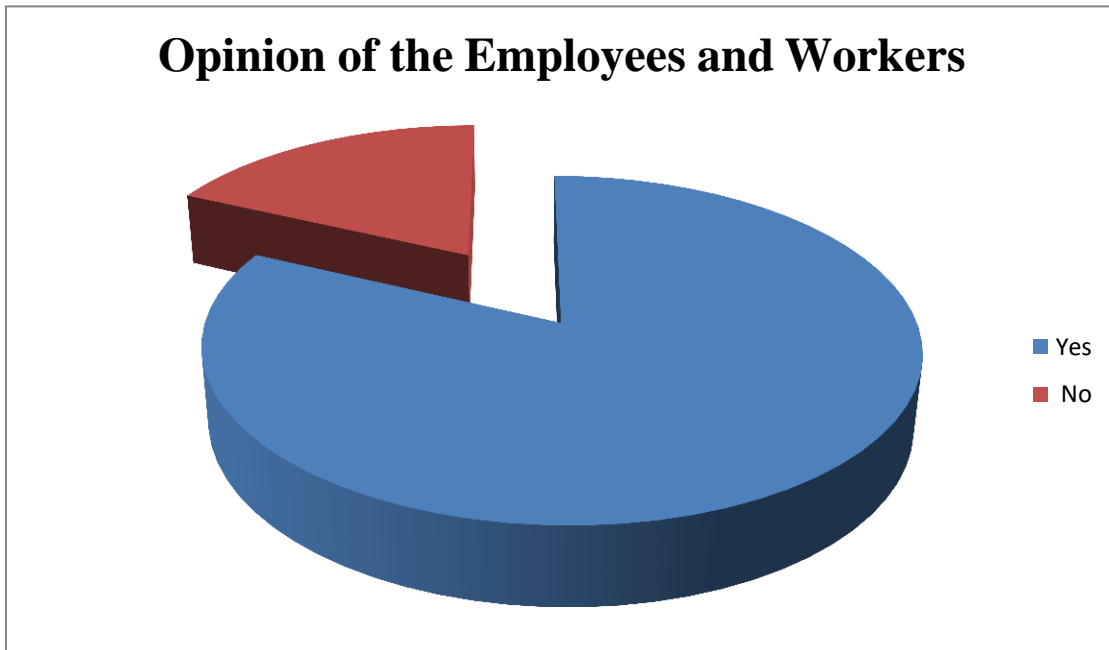


Comment:

The higher authority of SS Power I Limited does not listen properly when grievance is presented by general workers.

4.4.11. Have you ever filed a grievance regarding the Performance Appraisal Process?

Options	Frequency (n)	Percentage [(n/N) × 100%]
Yes	49	82%
No	11	18%
Total	N = 60	100%

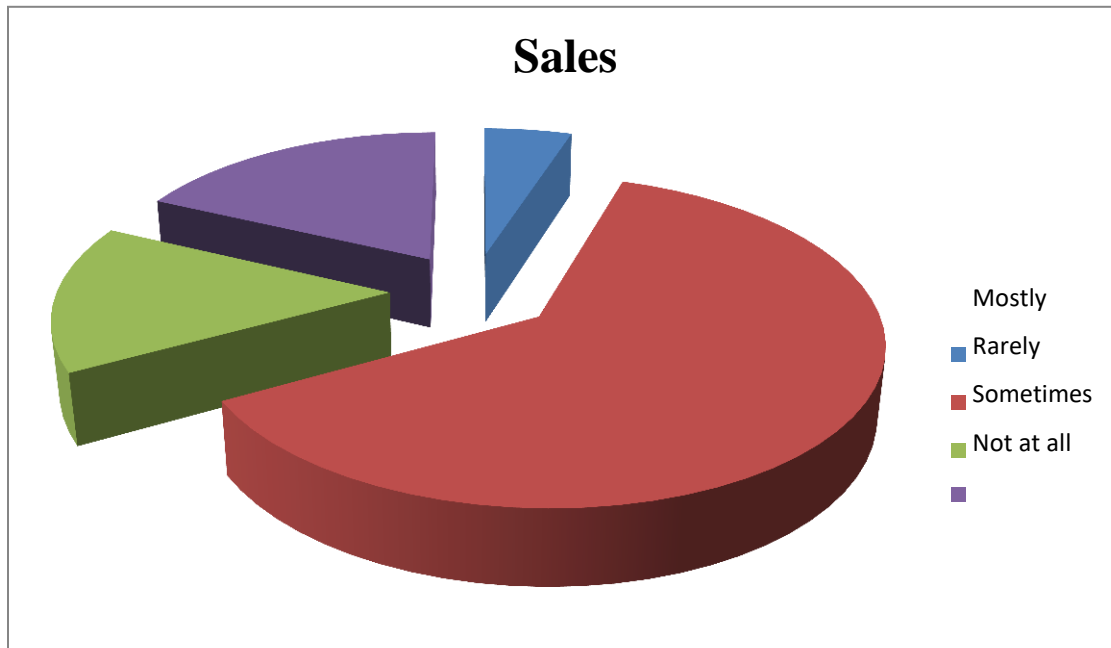


Comment:

Most of the employees faced grievance, related to Performance Appraisal Process.

4.4.12. Are you pleased with SS Power I Limited's current grievance resolution system?

Options	Frequency (n)	Percentage [(n/N) × 100%]
Mostly	03	05%
Rarely	37	62%
Sometimes	09	15%
Not at all	11	18%
Total	N = 60	100%

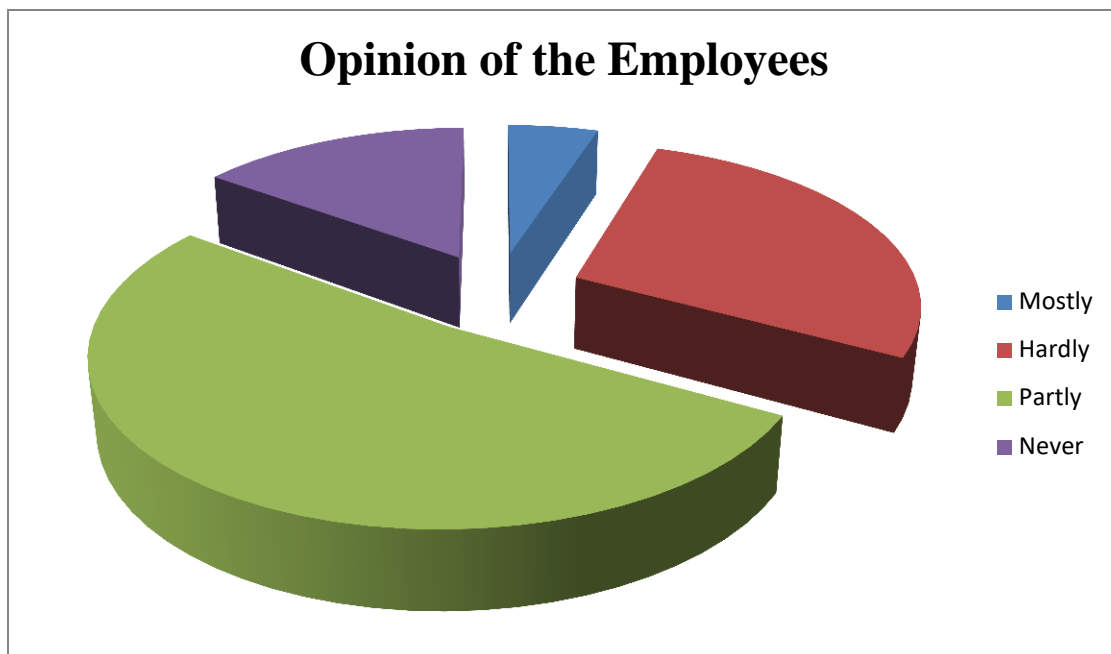


Comment:

Most of the employees are not satisfied with the existing grievance settlement system of SS Power I Limited.

4.4.13. Is the decision taken by the top management related to your grievance is satisfactory?

Options	Frequency (n)	Percentage [(n/N) × 100%]
Mostly	03	05%
Hardly	17	28%
Partly	31	52%
Never	09	15%
Total	N = 60	100%

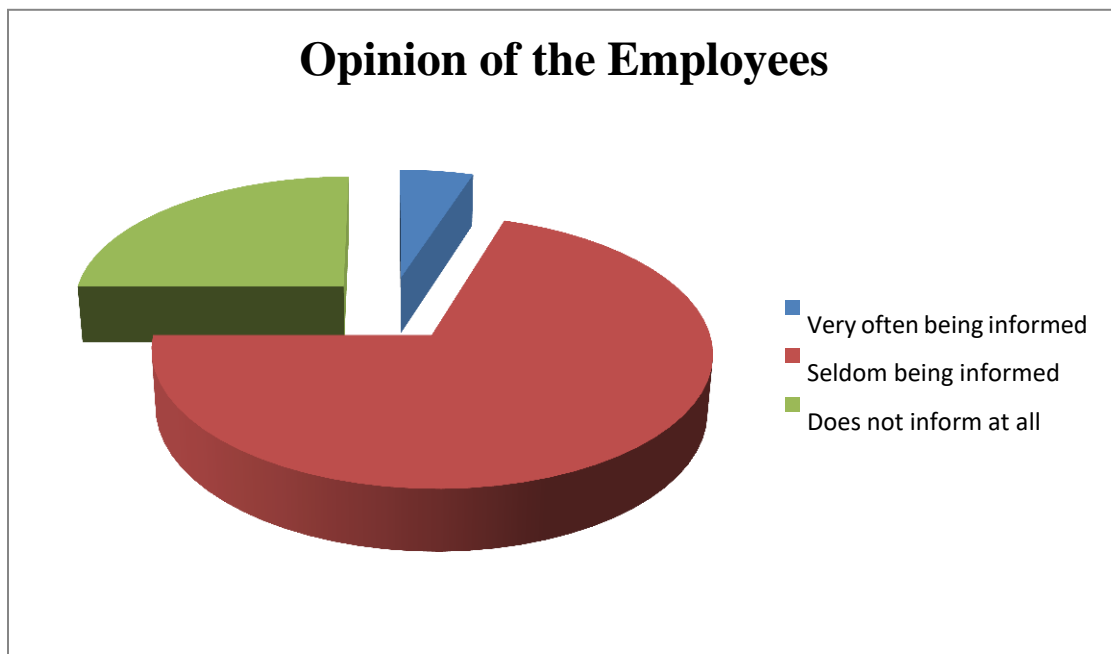


Comment:

The decision is taken by the top management related to grievance does not satisfy the employees.

4.4.14. Are you kept up to date on the status of your grievance?

Opinions	Frequency (n)	Percentage [(n/N) × 100%]
Very often being informed	03	05%
Seldom being informed	42	70%
Does not inform at all	15	25%
Total	N = 60	100%

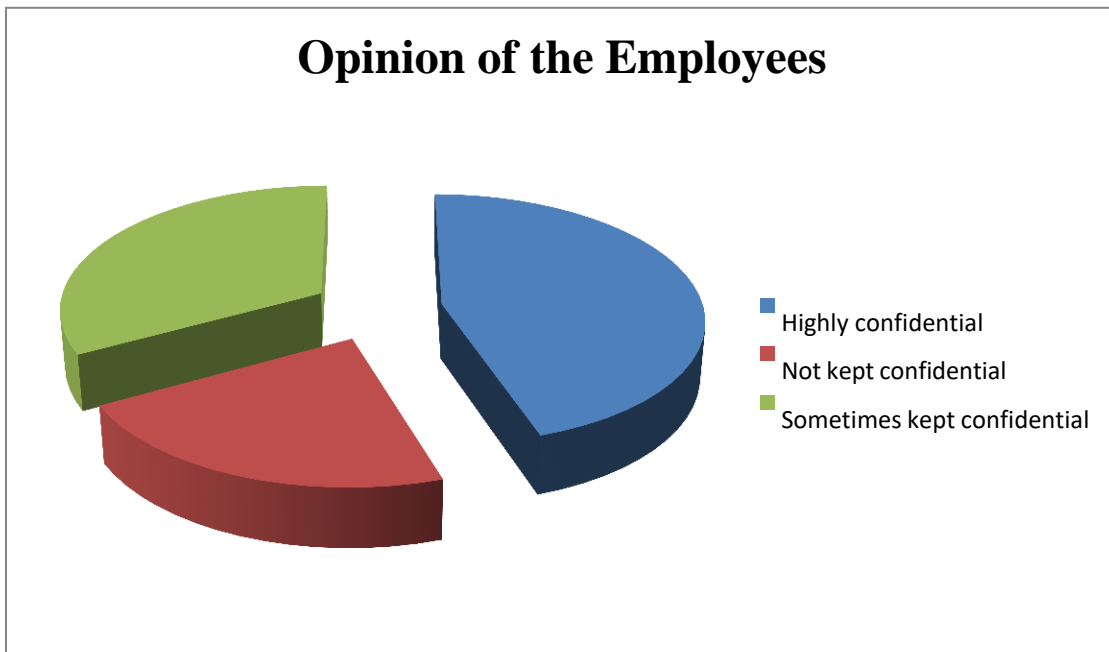


Comment:

There is no particular timeline within how many days the management should inform the employees about the actions taken to reduce their grievance.

4.4.15. Is the information related to the grievance kept confidential?

Options	Frequency (n)	Percentage [(n/N) × 100%]
Highly confidential	27	45%
Not kept confidential	13	22%
Sometimes kept confidential	20	33%
Total	N = 60	100%



Comment:

In most cases, the grievances are not kept highly confidential.

Chapter-05

Findings; Recommendations & Conclusion

5.1. Findings:

While interviewing the executives and workers during internship period, I closely observed how the HR Department of SS Power I Limited handles grievances. Based on my observation, I have found some findings. They are given in the following:

- The work culture of SS Power I Limited is supportive to the employees;
- Most of the employees and workers of SS Power I Limited have grievance on economic factors;
- There is no female officer for the female workers to listen about their grievance related to sexual harassments;
- The process followed by upper management regarding grievances does not impress the professionals;
- Several of the female employees have faced sexual harassments;
- Management can handle grievance to a certain extent;
- For general workers, the workload has increased. But for some upper-level employees, the workload has decreased;
- Duration of the handling process is not fixed and required time depends on the position of the employees. Lower-level employees get less attention; and
- There is no particular timeline within how many days the management should inform the employees about the actions taken to reduce their grievance.

5.2. Recommendations:

It is advised that any grievance be redressed as early as possible. The methods should be adopted by the management of SS Power I Limited for identifying the grievances are:

- a. SS Power I Limited should focus on their employees"/workers" grievance on economic factors;
- b. SS Power I Limited should appoint more than one female officer for the female workers;
- c. The company's top management should have taken the right decision on the grievance so that the employees/workers are satisfied;
- d. The management should offer non-judgmental opportunities to listen to grievances and strive to understand the viewpoint of the person being aggrieved; and
- e. The workload for both general workers and employees should be remained same.

5.3. Limitations:

I have faced some limitations while making this report. They are:

- a) Many of the organization's employers were completely unaware of the information I requested. Many of them, like me, were hesitant to answer to the questions. These variables hampered data collecting.
- b) One notable limitation of the study was the lack of past experience undertaking similar work.

5.4. Conclusion:

There is a perpetual room for development in any sector of an organization. Every organization must exploit the advantageous aspects of this scope. SS Power I Limited (SSPIL) is very much conscious about the employee rights. As a result, worker unrest is comparably low. The HR Compliance Department is working to increase the company's efficiency and employee happiness. This is an encouraging sign for the future growth of Employee Branding.

In SS Power I Limited, it has been a wonderful experience for me to work with the employees and workers; and a fantastic learning opportunity for me. Finally, this internship at SS Power I Limited (SSPIL) in the Human Resource and Compliance department has undoubtedly assisted in transforming my academic understanding of Masters of Business Administration (MBA) into hands-on learning and providing a more practical form to my education.

5.5. Future Research Directions:

In my research report, I attempted to discuss in depth how SS Power I Limited's grievance management method works and how it can affect the organization's activities.

While preparing the report, I had to produce several questionnaire surveys by communicating to the organization's employees and workers, through which the thoughts of these workers and employees were revealed.

This report will explain how this organization's HR division/system can provide adequate direction to its employees/workers. There will be no workers' grievances if the workers labor in the organization's favor and the organization recognizes the workers'/employees' opinions.

As if the organization's employees will be able to work to their full potential, the organization will be able to attain success in the future.

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- Official Website Link: http://www.s.alamgroupbd.com/sag_Compa_PnE_d.php

Appendix

Question-01: Is your company's work culture accommodative?

- a. Almost
- b. Never
- c. Sometimes
- d. Not at all

Question-02: How frequently do you encounter grievances in your workplace?

- a. Almost
- b. Never
- c. Sometimes
- d. Definitely not

Question-03: The majority of your grievances are about –

- a. Working conditions
- b. Surveillance
- c. Team of Workers
- d. Institutional (Remuneration, Rewards, Bonuses)
- e. Inequity in society
- f. Sexual harassments

Question-04: If you have a grievance, to whom do you report it?

- a. Preferable
- b. Employees (conversation)
- c. Function Head
- d. Head of the Dept. of HR
- e. Do not take any action

Question-05: Is there any female officer to whom you can report about sexual harassments?

- a. Yes
- b. No

Question-06: How much time your superior spends on a complaint (duration of handling process)?

- a. 02 weeks
- b. 06 weeks
- c. Indefinite
- d. Depending on the level

Question-07: To what extent is management effective in resolving grievances?

- a. Entirely
- b. To a certain proportion
- c. To an acceptable level
- d. Certainly not

Question-08: Please specify how your total workload has evolved over the previous 03 (THREE) years.

- a. Workload has been reduced
- b. Workload has increased
- c. Remained the same

Question-09: Do Is higher management the major source of the grievance?

- a. Yes
- b. No

Question-10: Have you ever filed a grievance regarding the Performance Assessment Process?

- a. Yes
- b. No

Question-11: Are you pleased with SS Power I Limited's recent grievance mediation system?

- a. Almost
- b. Never
- c. Sometimes
- d. Not at all

Question-12: Is the decision made by high management regarding your grievance competent?

- a. Almost
- b. Certainly
- c. Partly
- d. Never

Question-13: Are you kept up to date on the progress of your grievance?

- a. Is frequently informed
- b. Is rarely informed
- c. Does not notify at all

Question-14: Does your superior pay attention when you submit your grievance?

- a. Patiently listens
- b. Yells at you
- c. Does not really listen at all

Question-15: Is the information related to the grievance treated confidentially?

- a. Strictly secret
- b. Not disclosed