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GRIEVANCE MANAGEMENT IN PRIVATE DEGREE COLLEGES

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Abstract:

The function of the cell is to look into the complaints lodged by any student faculty members and non teaching staff. The Grievance cell is also empowered to look into matters of harassment. Anyone with a genuine grievance may approach the department members in person, or in consultation with the officer in-charge Grievance Cell. The objective of Grievance Cell is to develop a responsive and accountable attitude among all the stakeholders in order to maintain a harmonious educational atmosphere in the institute. A Grievance Cell should be constituted for the redressal of the problems reported by the employees and Students of the College with constituted objectives Upholding the dignity of the College by ensuring strife free atmosphere in the College through promoting cordial Student-Student relationship and Student-teacher relationship etc. Encouraging the Students to express their grievances / problems freely and frankly, without any fear of being victimized. Suggestion / complaint Box is installed in front of the Administrative Block in which the Students, who want to remain anonymous, put in writing their grievances and their suggestions for improving the Academics / Administration in the College. Advising Students and staff of the College to respect the right and dignity of one another and show utmost restraint and patience whenever any occasion of rift arises. Advising All the Students to refrain from inciting Students against other Students, teachers and College administration

Introduction

Grievance management is a demanding function in almost all organisations. Grievance exists in every part of the world where the human beings live but the intensity differs from person to person and organisation to organisation. If the grievances are not redressed in time there may be a terrific loss in the organisations, realising this many organisations establishing grievance redressal cells. The activities of these cells vary from organisation to organisation.

As university enrolments and personnel continued to expand with the baby boom, administrators developed an ever-increasing number of rules and regulations to try and manage the changing campus environment. At the same time, a larger proportion of university personnel joined unions and collectively bargained over contracts. While in earlier periods there had been great reluctance by the courts to get involved in campus issues, during the 1970's the courts began to hear more campus-based disputes, and federal courts established a variety of new guidelines relating to internal grievance procedures on campus. These factors, along with increased student expectations of involvement in their education institutions and more careful monitoring of the "fairness" of procedures, began to have an influence on policy-making mediation on campus began in 1979-80 by the Center for Mediation in Higher Education. The issue addressed primarily staff and faculty conflicts, but also included the current state of student grievance procedures. Most of the early programs served primarily students, but over time programs emerged that served the full range of the campus population.

Grievances:

The "Grievance Procedure for Graduate Students Relating to Graduate Education and Support" outlines general provisions and procedural steps for handling grievances involving graduate students and faculty members. Most complaints are likely to concern alleged violations of the terms of written agreements and guidelines. Some may address more subtle matters involving unwritten expectations about issues such as remuneration and joint publication. The following procedure was developed and written by the General Committee of the Graduate School in May 1992, and amended in May 1997 and last updated March 2013.



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This procedure is intended to provide a mechanism through which grievances can be fully investigated and decisions rendered. It is expected that most grievances will take the form of alleged violations of terms of written agreements and guidelines. Issues as remuneration, joint publication, etc. The University-wide Policy 6.4, Prohibited Discrimination, Protected Status (including Sexual) Harassment, and Bias Activity Procedures adopted July 8, 1996, supersedes all college and university procedures that purport to handle discrimination, including sexual harassment complaints. Complaints alleging sexual harassment by a staff or faculty member or a student employee should be filed with the Office of Workforce Policy and Labor Relations. Complaints alleging student vs. student sexual harassment should be referred to the Judicial Administrator.

Procedural Steps

1. Whenever possible, the aggrieved shall first speak directly to the person(s) who is the alleged cause of the complaint, or who bears responsibility for the cause.
2. A satisfactory resolution is not reached at Step 1, the aggrieved may file a grievance by sending a letter describing the issue to the DGS in her/his field. This letter should be dated and filed as soon as possible but not more than 4 calendar months after the event giving rise to the grievance. (In a case in which the complaint is about a recurring pattern of behavior, this time limit shall refer to the most recent instance of the behavior.) A copy of this letter should be sent to the Dean of the Graduate School. If the letter describes the grievance as involving issues of prohibited discrimination, protected status (including sexual) harassment and bias activity as described by University Policy 6.4, the Graduate School shall send a copy to the Office of Workforce Policy and Labor Relations, which shall then investigate that aspect of the charge.
3. If one of the parties is not satisfied with the resolution at Step 2, she/he should notify the Dean of the Graduate School in writing within 10 working days of receiving the decision..
4. If one of the parties is not satisfied with the Dean's decision in Step 3, she/he shall inform the Dean of the Graduate School of his/her intent to take the issue to the Graduate Grievance Review Board (GGRB).

Time Limits: The date at which the grievance is considered filed shall be the date the grievance is received by the addressee, as per signed receipt or electronic record. If the aggrieved fails to respond within the time limits described herein, then the issue will be presumed settled and the grievance will be closed.

CLARIFICATION OF CONCEPTS

- Discrimination or dishonesty within the academic context.
- Administrative grievances are grievances related to matters such as the choice of modules, programmes, registration, student fees, etc.

DEALING WITH GRIEVANCES

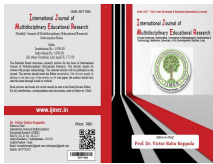
- Members are advised to make use of the following channels and procedures in dealing with grievances:
- Administrative grievances
- Academic grievances
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Key words: grievance, discrimination, work force policy, bias activity, fairness

Review of literature

Marske and Vago (1980), examining the changes in the legal climate on campus, described the environment of the late 1970's as follows:

The heterogeneous, impersonal and at times, almost alienated quality of the academic climate fosters the utilization of law to assert individual rights and settle grievances in academic situations. Students more and more come to view themselves



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as "consumers" of education, faculty operate under rules and regulations with regular contracts, and administrators work under a complex web of legal guidelines (p. 168).

Robert Birnbaum's 1980 book Creative Academic Bargaining: Managing Conflict in the Unionized College and University (Birnbaum 1980) is one example of this line of work. By the mid 1980s approximately a third of the professorial were represented by certified bargaining units in public and private, two and four year institutions. The majority of faculty collective bargaining agreements established grievance systems that culminated in the use of arbitration. The American Arbitration Association handles the bulk of these cases, with public relations employment boards (Herbs) and the Federal Mediation and Conciliation Service also being used to a lesser extent.

Folger and Schubert's 1981 survey of 741 colleges and universities found that over half of the surveyed institutions had implemented some kind (formal or adhoc) of third party procedure for handling student initiated grievances. This research was followed up by Folger and Schubert in a smaller but more in-depth study of formal and informal conflict resolution mechanisms reported in the 1986 NIDR-sponsored manuscript Resolving Student Initiated Grievances in Higher Education.

Burnett and Matthews (1982) in the article entitled "The Legalistic Culture in American Higher Education" echoed this theme, lamenting the increasing legalistic nature of campus life. Other indicators of this shift in campus climate can be found in the increase beginning in the late 1970s of prepaid (i.e., student fee funded) legal services available on campus for students. Legal resources were also becoming more readily available to faculty as the AAUP began offering a liability insurance policy tailored to the needs of faculty in 1978-79.

McCarthy and others(1984) associates of the Center for Mediation in Higher Education published the book Managing Faculty Disputes encouraging the development of more flexible grievance systems that included mediation to help manage faculty conflicts. The AAUP also began to indicate support for mediation .

Cunningham 1984 found in their central journal that the College and University Personnel Association (CUPA), whose membership of university HR administrators had doubled between 1966 to 1986 to include about 1250 institutions, began showing interest in the mid-1980's in less adversarial ways to manage staff disputes.

Dannells 1991 published their survey of student academic grievance mechanisms in longitudinal study in responding to the increasing complexity of judicial affairs on campus the Association for Student Judicial Affairs was created in 1987 specifically to support campus judicial affairs staff. By 1994 the ASJA had passed a formal resolution supporting the use of mediation within student judicial affairs. More recently, in 1997, the ASJA established their On-Campus ADR Committee to encourage and support mediation efforts among ASJA members.

Julius 1993 "Taking the Conflict Out of Grievance Handling" An edited collection published by CUPA in 1993 entitled Managing the Industrial Labor Relations Process in Higher Education included several essays on ADR such as "Dispute Resolution: Making Effective Use of the Mediation Process" (Margaret K. Chandler); "Mediation in the Resolution of Collective Bargaining Disputes" (Ira B. Lobel) and "Negotiating in an Anarchy: Faculty Collective Bargaining and Organizational Cognition" (Robert M. Birnbaum). (Sakovich 1983).

Profile of Visakhapatnam City: The profile of Visakhapatnam is presented in this Chapter. It presents locations, geographical divisions, lands, agriculture, educational institutions, industries, business sectors, banks, amusement sectors like.



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Visakhapatnam City is endowed with the natural beauty and serenity, the city is known for its natural Harbor. Successive Chief Ministers of Andhra Pradesh formulated to develop this city, as a city of destiny and a tourism capital of Andhra Pradesh. This city is blessed with industries, natural beauty and a vast cost line.

The district of Visakhapatnam is located between northern latitude and east longitude at the distance of 860 Km. from Kolkata and 760 Km. from Chennai. The city was once a small fisherman village in the old town area until the Britishers arrived here and developed Bheemunipatnam as the Port and Waltair Uplands as their residential colony.

The total geographical area of the city is about 19, 027 Kms of which maximum proportion of the area about 44.45 percent is under transport and the rest followed by residential, , industrial and agricultural use. From a hamlet of local fishing communities during the early days of the Indian independence struggle and a few decades later, Visakhapatnam grew economically; the rise has been so quick that the city was identified as one of the fastest-growing in the world, economically and demographically. Visakhapatnam also owes its economic growth to the availability of an educated English-speaking workforce; English is the first language in many institutions of higher education in the city. The availability of an educated workforce allowed information technology enabled services companies such as Wipro, Mahindra Satyam, HSBC, IBM, Intact Info, Sutherland and Acclaris to flourish. 16,000 people were working in IT industry in Vizag.

Visakhapatnam has a growing film industry and is home to Ramanaidu Studios and other studios. Many residential townships are coming up in this area. This initiative by property developers will extend the CBD of VIZAG up to 10 km from the base point. The fishing industry is also growing, with domestic and exported tuna doubling in a decade. The city has two ports: Vishakhapatnam and Gangavaram Port which is the deepest port in the country, with the ability to handle large international vessels. Visakhapatnam has the Andhra Pradesh Industrial Infrastructure Corporation (APIIC). With the growing population, Visakhapatnam has turned from a fishing village into a commercial city with busy streets. Since vishakha has vast costal belt, it has to be guarded from all the threats for which Indian government has placed eastern naval command under its command 6 Indian naval ships (INS) operating their services.

Tourism: Visakhapatnam has a range of tourist attractions including beaches, cliffs, hilltop parks facing the sea, a beach road, a zoological park and wildlife sanctuary, a submarine museum, hill stations, limestone caves, mountain ranges and valleys within a 100-kilometre (62 mi) radius of the city. Vizag is also popularly known as the City of Destiny and The Goa of East Coast.

Service Activities: Visakhapatnam city has all types of service and instrumental activities such as administration (Collectorate, GVMC, VUDA, etc) health (KGH) education (universities, colleges)

Climate: Visakhapatnam has a tropical savanna climate, with little change in temperature throughout the year. With the city's location on the Bay of Bengal, the humidity is high throughout the year. visakhapatnam is predominantly telugu-speaking peoples city. Many residents also speak english, which facilitates communication between tourists and local people.

Education: Andhra University and Affiliated Colleges, Schools and other educational institutions, coaching centers, franchises of foreign universities, libraries given highly sophisticated academic services to the Visakhapatnam city lads and enthusiast.



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Method of Study

The present study is an attempt to find out the existing grievance management in private degree colleges. The study was undertaken at selected colleges in Visakhapatnam city.

A reliable and accurate data is acquired, only when the appropriate methods of approach and application are adopted. These systematic procedures will have its own impact on the collection of reliable data.

Grievance management has gained increasing attention for the last decade. Its importance is increasingly being felt. Coping with changes in the environment, rising expectations of employee's new developments in technology and management systems have necessitated increased emphasis on grievance management.

Higher education is an essential social as well as economic infrastructure for an emerging nation like India. It provides an appropriate and useful skilled human power for industry, for science and technology, for creation of basic social (education, food, shelter, health and nutrition) economic (agriculture, energy, water, transport, communication) infrastructure and for better social and administrative governance.

Need for the Study

Grievance management provides creates confidence among the employees that they are secured in the organization and strengthens capabilities of each individual in relation to his present and expected future roles.

The present study is an attempt to find out the existing grievance management in private degree colleges. The study is undertaken at selected colleges in Visakhapatnam city.

Statement of the Problem

Many of our colleges have not been equipped with the minimum level of grievance management for creating the security and safety among the employees. In spite of the impressive progress here and there, there are serious problems relating to the quality and the relevance of the grievance management.

Objectives of the Study:

- ▶ To investigate the methods of human resource planning,
- ▶ **To observe the environment of grievance management in private degree colleges.**
- ▶ **To examine the welfare amenities and social security measures provided by the educational institutions of under study.**

Sampling:

The case study method was adopted to make in depth analysis of human resource policies and development. A pilot study was conducted prior to the administering of the questionnaire/schedule. The respondents of the pilot study have also been included in the actual size of the sample for purpose of analysis. Finally the size of the sample has worked out to be 186.

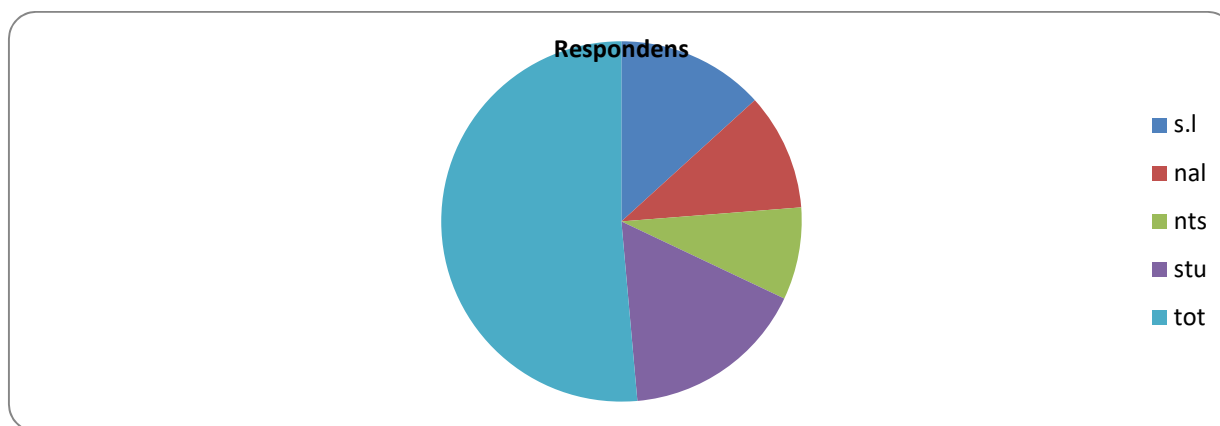


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Table 4.1: category wise distribution of the sample

| Category | No of respondents | % of respondents |
|---------------------------|-------------------|------------------|
| Senior lecturers | 48 | 25.8 |
| Newly appointed lecturers | 38 | 20.4 |
| Non teaching staff | 30 | 16.1 |
| Students | 60 | 32.2 |
| Total | 186 | 100 |



S.l- senior lecturers, - newly appointed lecturers, nts- non teaching staff, stu- students, tot- total.

The above table gives the distribution of the respondents of four selected categories. The categories are senior lecturers (48), newly appointed faculty (38), non teaching staff (30) and students (60 and their percentages of distribution is and the total number of the sample is 186.

Tools for Investigation:

Different methods are adopted for investigation of the different aspects relating to the sample which includes primary and secondary data. Appropriate statistical tools were used for the purpose of establishing the validity of the questionnaire and data analysis.

Five point scale and rating pattern of the statements

| S.No | Choice of response | Rating |
|------|--------------------|--------|
| 1 | Strongly agree | 1 |
| 2 | Agree | 2 |
| 3 | Neutral | 3 |
| 4 | Disagree | 4 |
| 5 | Strongly disagree | 5 |

The Study has the Following Limitations

1. Since the principal method of study is the case study method, it has all the limitations associated with the method and generalization of the study cannot be accepted to have universal application.
2. The study primarily concentrates on the teacher and non teaching staff and student component.



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Data analysis and interpretation

Table-1: Our institute redress grievance by pro-action approach

| Respondents | S.A | % | Agr | % | Neut | % | SdA | % | D.A | % | Tot | % |
|--------------------|-----|------|-----|------|------|------|-----|------|-----|------|-----|------|
| Senior lectures | 6 | 3.2 | 12 | 6.4 | 12 | 6.4 | 4 | 2.1 | 12 | 6.4 | 48 | 25.8 |
| Freshly appointed | 4 | 2.1 | 14 | 7.5 | 16 | 8.6 | 4 | 2.1 | 4 | 2.1 | 38 | 20.4 |
| Non teaching staff | 8 | 4.3 | 16 | 8.6 | 2 | 1.07 | 2 | 1.07 | 2 | 1.07 | 30 | 16.1 |
| Students | 20 | 10.7 | 27 | 14.5 | 6 | 3.2 | 2 | 1.07 | 5 | 2.6 | 60 | 32.2 |
| Total | 38 | 20.4 | 69 | 37.5 | 36 | 19.3 | 12 | 6.4 | 23 | 12.3 | 186 | 100 |

From the above table it was found that 38 respondents strongly agreed to the said statement and 69 respondents nominally agreed the statement and their percentages are 20.4 and 37.5 respectively whereas 35 respondents negatively responded to the above said statement and their percentage is 18.7 but surprisingly 36 respondents did not offer any opinion regarding the statement their percentage is 19.3.

Graphical Representation of Table-1

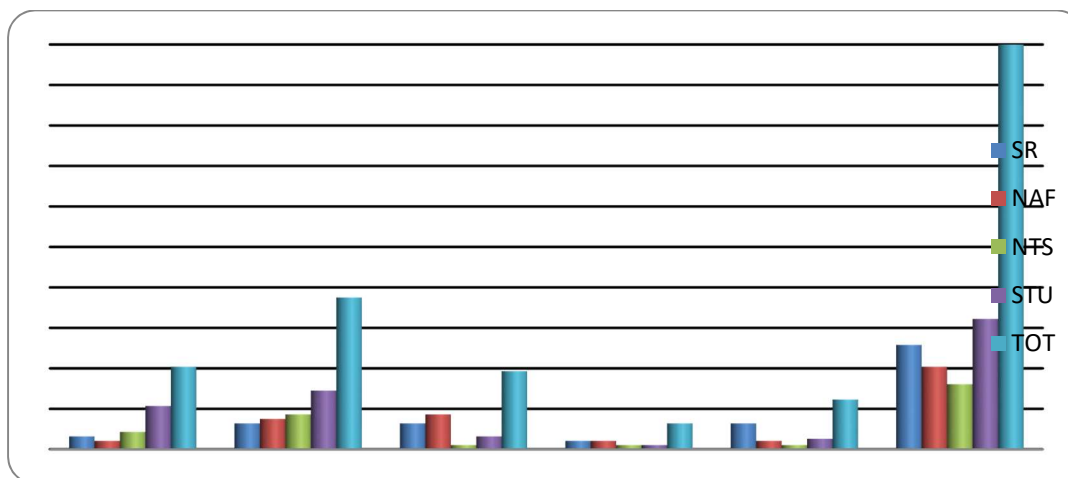


Table-2: Our management redresses grievance when they arise

| Respondents | S.A | % | Agr | % | Neut | % | S.D | % | D.A | % | Tot | % |
|--------------------|-----|------|-----|------|------|------|-----|------|-----|------|-----|------|
| Senior lecturers | 8 | 4.3 | 20 | 10.7 | 6 | 3.2 | 4 | 2.1 | 6 | 3.2 | 48 | 25.8 |
| Newly appointed | 6 | 3.2 | 18 | 9.6 | 14 | 7.5 | 4 | 2.1 | 6 | 3.2 | 38 | 20.4 |
| Non teaching staff | 6 | 3.2 | 15 | 8.0 | 5 | 2.6 | 2 | 1.07 | 2 | 1.07 | 30 | 16.1 |
| Students | 14 | 7.5 | 25 | 13.4 | 10 | 5.3 | 3 | 1.6 | 7 | 3.1 | 60 | 32.2 |
| Total | 34 | 18.2 | 78 | 41.9 | 35 | 18.8 | 13 | 6.9 | 21 | 11.2 | 186 | 100 |

From the above table it was elicited that majority 112 respondents with 60.1 percentages strongly agreed to the said statement whereas 13 respondents strongly disagree and 21 respondents nominally disagree to the above said statement and



their percentages are 18.8 and 11.2 respectively but surprisingly 35 respondents did not offer any opinion regarding the statement their percentage is 18.8.

Graphical Representation of Table-2

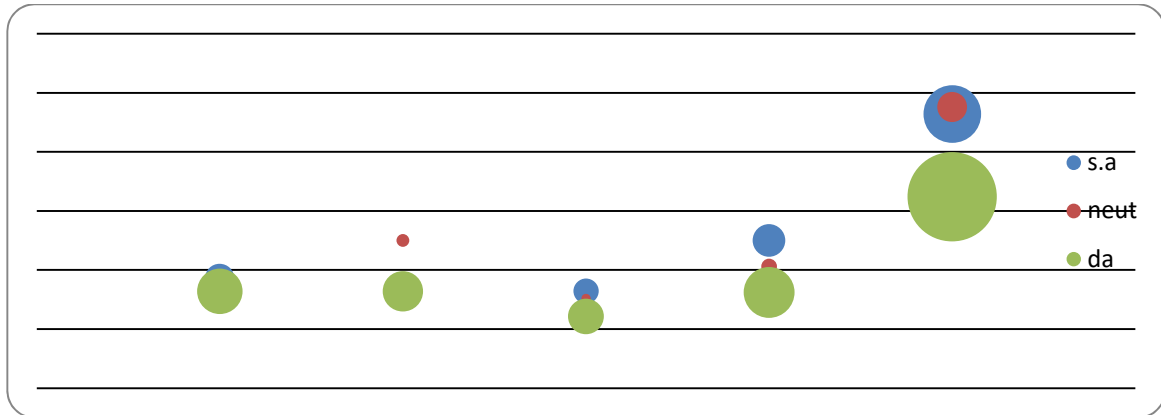
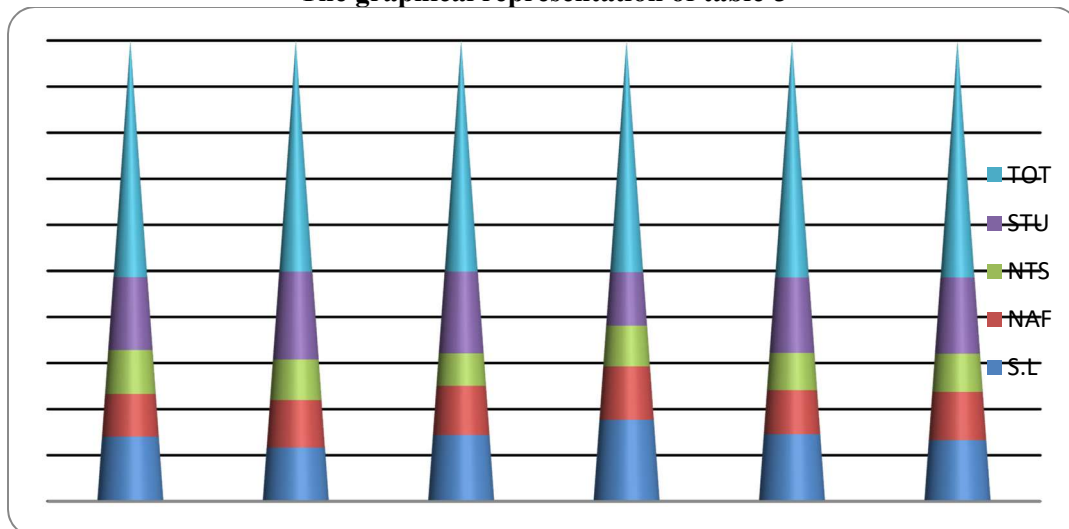


Table-3: Our college management anticipates it and redresses it

| Respondents | S.A | % | Agr | % | Neut | % | S.d | % | D.A | % | Tot | % |
|--------------------|-----|------|-----|------|------|------|-----|-----|-----|------|-----|------|
| Senior lecturers | 9 | 4.7 | 16 | 8.5 | 8 | 4.3 | 6 | 3.2 | 9 | 4.7 | 48 | 25.8 |
| Newly appointed | 7 | 3.1 | 14 | 7.5 | 6 | 3.2 | 4 | 2.1 | 7 | 3.1 | 38 | 20.4 |
| Non teaching staff | 6 | 3.2 | 12 | 6.4 | 4 | 2.1 | 3 | 1.6 | 5 | 2.6 | 30 | 16.1 |
| Students | 10 | 5.3 | 26 | 13.9 | 10 | 5.3 | 4 | 2.1 | 10 | 5.3 | 60 | 32.2 |
| Total | 32 | 17.2 | 68 | 36.5 | 28 | 15.9 | 17 | 9.1 | 31 | 16.6 | 186 | 100 |

From the above table it was understood that a majority of 68 respondents positively agreed to the said statement and 32 respondents strongly agreed the statement and their percentages are 36.5 and 17.2 respectively whereas 48 respondents negatively responded to the above said statement and their percentage is 25.7 but 28 respondents did not offer any opinion regarding the statement their percentage is 15.9.

The graphical representation of table-3





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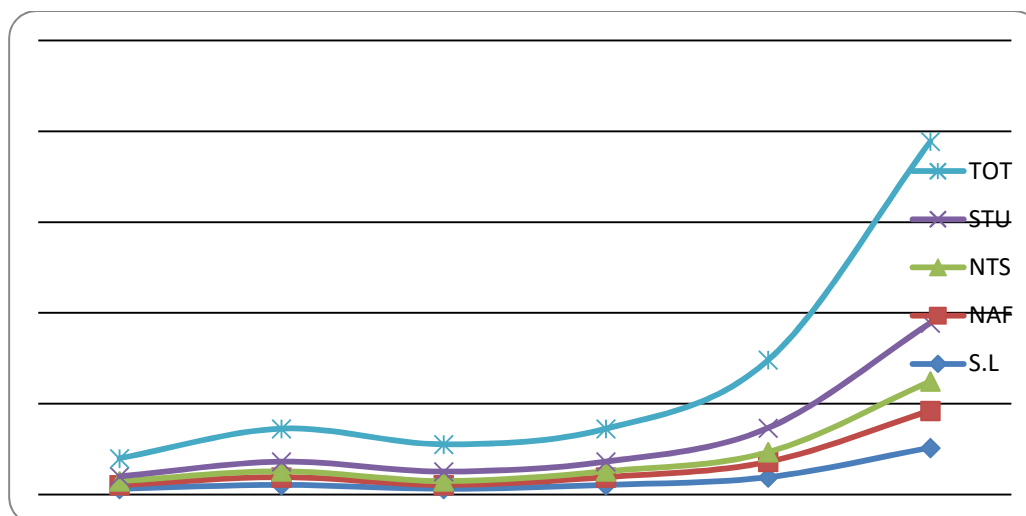


Table-4: There is a grievance redressal cell in function in our college

| Respondents | S.A | % | Agr | % | Neut | % | S.A | % | D.A | % | Tot | % |
|--------------------|-----|-----|-----|------|------|------|-----|------|-----|------|-----|------|
| Senior lecturers | 6 | 3.2 | 10 | 5.3 | 6 | 3.2 | 10 | 5.3 | 18 | 9.6 | 48 | 25.8 |
| Newly appointed | 4 | 2.1 | 8 | 4.3 | 4 | 2.1 | 8 | 4.3 | 16 | 8.5 | 38 | 20.4 |
| Non teaching staff | 4 | 2.1 | 6 | 3.2 | 4 | 2.1 | 6 | 3.2 | 10 | 5.3 | 30 | 16.1 |
| Students | 5 | 2.6 | 10 | 5.3 | 10 | 5.3 | 10 | 5.3 | 25 | 13.3 | 60 | 32.2 |
| Total | 19 | 10 | 34 | 18.2 | 24 | 12.8 | 34 | 18.2 | 69 | 37.4 | 186 | 100 |

From the above table it was depicted that majority 103 respondents with 53.6 percentage negatively responded to the said statement but only 53 respondents positively responded whereas 34 respondents were neutral to the above furnished statement and their percentage is 12.4

Graphical representation of table-4



Summary: Though it is a mandatory to function a grievance redressal cell in any organisation many of the institutions or organisations are not following it as per the requirements. In some organisations it is not even executed or established this is due the negligence or ignoring the importance of its establishment and functioning.

Findings: from the above data it was found that in some cases as per the requirements the grievance redressal cell is not functioning. In some cases like anticipation an pro-action in terms of grievance 70 percent respondents positively response that their institutions functioning the systems in a structure manner.

Conclusion:

The existing grievance cells in various institutions redressing the grievances of only students like Academic Matters: Related to timely issue of duplicate Mark-sheets, Transfer Certificates, Conduct Certificates or other examination related matters. Financial Matters: Related to dues and payments for various items from library, hostels etc. Other Matters: Related to certain misgivings about conditions of sanitation, preparation of food, availability of transport, victimization by teachers etc. but regarding the grievances of faculty members are not redressed as per the requirement in constitutional way, only few grievances that to orally reported are considered to be redressed but not to the seriousness



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Suggestions:

Now a days most of the organisations especially educational institutions are not functioning a proper grievance redressal cell despite the mandatory of functioning of such cell is being ignored by the private educational institutions. This is leading to the insecurity of the faculty members in terms of job security and other aspects. Hence it is suggested that it should be legalised and the functions of such cells should be monitored and inspected by the government authorities regularly, reports of the grievances to be mailed in regular intervals to the organisations which are officiate to supervise their activities.

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