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1.0 INTRODUCTION

In business field, the word organization is known as a commercial undertaking by giving merchandise or administration, to address issues of clients. All businesses are interrelated with their common trait which includes legal regulations like grievance and disciplinary procedure. Airtel Sri Lanka is the company I have chosen to review how the company manages its grievance and disciplinary issues.

According to Business Standard, Airtel Lanka is the 2nd largest leading mobile network telecommunication company in Sri Lanka. The company officially started operating in 1992 in India. Similarly, currently the business offers a variety of services over 20 countries across Asia and Africa. The headquarters of Airtel Company is situated in Delhi, India. In 2007 Airtel Company started its services in Sri Lanka and in a short period it was able to reach to 2nd place in telecommunication. Overall Airtel Company shows around US\$ 15 billion equity on itself. (Airtel Lanka, 2019)

More over this report continues with grievance and disciplinary issues which are been compared with Airtel companies actions and procedures towards its employees.

2.0 LITERATURE REVIEW ON GRIVIANCE PROCEDURES

To improve the quality of grievance and disciplinary issues, Great Britain has been the main key of the employment policy. The sole purpose of grievance and disciplinary procedure is to ensure employer and employees are treated fairly when issues arise. The legal framework provides clear and straightforward structures to manage problem that could escalate, where formal or informal approach will put into action. The intention is to ensure fair sanction and to take necessary grounds. Therefore, it is Human Resource Management (HRM) role to ensure their company employees adhere to the rules and regulations and facilitate the issues accordingly (Farnham 1999). There is different types of grievance related issues; for example, employment terms and condition, health and safety, bullying, harassment and discrimination. On the other hand, disciplinary issues includes, late arrival to work regularly or absent without notice, theft, criminal offences, breach of privacy and confidentiality and damage to property (Al-Haidar 2018).

The Advisory, Conciliation and Arbitration Service (ACAS) is a compliant legislative body that introduced Code of Practice as an important guide to employers and employees to deal grievance and disciplinary issues (ACAS, 2019). Any breach of ACAS statutory, employment tribunal will take required action towards employee which may lead up to 25% of reduced awards (ACAS 2019). Besides, the International Labour Law Organization (n.d.) states that Sri Lanka is influenced by the English Employment Law. These findings are required because the company being reviewed is located in Sri Lanka.

Both disciplinary and grievance issues procedure varies, where the detailed process will be explained below. ACAS (2019) guide indicates that employer can resolve disciplinary act informally which depends on the severity of the issue. An informal resolution is a helpful approach for small firms because it allows the employer to solve their staff members' minor misconduct quickly and confidentially. Likewise, the right to be accompanied is not allowed in an informal discussion. The process of informal meeting will be done in private. This is a two-way communication where the possible consequences or empowering improvement will be discussed.

Constructive criticism should be used when discussing to demonstrate professionalism in the workplace (ACAS 2019).

Antcliff & Saundry (2009) states disciplinary penalty is an effective way of giving a warning to the employee to deep down their behaviour and avoid dismissal. ACAS statutory code for the disciplinary act addresses important keys to handle these issue. Firstly, the employer should investigate and collect evidence to establish facts before the hearing (TSO, 2015). During the investigatory session, should be aware that there is no statutory right for a staff member to be accompanied and the suspension provided is not the outcome of the disciplinary action. According to the code, the employee should get paid during their period of suspension. Further, the worker should be informed of their disciplinary complain or case filed against them. The employee should be notified through formal writing, where detailed information of the misconduct will also be written. This process is to prepare the employee to answer their case in the meeting. Along with the notification, a copy of any collected evidence in writing which includes witness testimony can be provided to the employee. The notification should include basic details of time and location. Remind the worker that they have their legal right to be accompanied (ACAS 2019).

After completing these steps, a meeting should be organized without any further delay while giving enough time for the employee to prepare their case (ACAS 2019). All the designated people should attend the meeting. Then, explain the charges filed against the worker and review the evidence that was collected beforehand. An opportunity should be given for the employee to speak and explain their actions. If the employee and employer willing to present their witness they should notify in advance (TSO, 2015). The disciplinary outcome for statutory right to be accompanied could result in a first formal warning, other penalizing action or grounds of appeal (Employment Relations Act 1999).

3.0 GRIVIANCE PRACTICE IN AIRTEL COMPANY

When comes to practical practice it doesn't matter how huge or small the company is, and where it situated even the company does business nationally or internationally passing many borders, none of above matters are considered when comes to law all the companies must follow all the rules and regulations. Same consideration goes to Airtel Company as well.

All the companies have their own business culture in the workplace including opening time, closing time, way of doing activities, structure, team and etc..... In supporting to this report two practical incidents at Airtel Kandy Branch has been taken into account.

1st Incident:

Mr. Chanaka who worked as Assistant Administrator at Airtel Kandy Branch was a very dedicated person towards his job. He was working for Airtel Company since 4 years where he started his carrier as a normal sales person and through proving his talent he got promotion as Assistant Administrator. Moreover everyone in the company take him as example for task building and punctuality. But in a period of time he started reporting late to work regularly on weekdays. So the top management just remind him about his late attendance and how it will affect the other employees who work under him, as they could take advantage of his weakness. After this the management thought Mr. Chanaka will report early to work as back to normal but he didn't turn up with it. He was about one hour late weekday and on weekend he's on time. So senior manager arranged a discussion with him and came to know that he is responsible to drop his son to school in the morning and because of that only he's been late on weekdays. So senior manager decided to make his shift one hour late than before and advise him to inform any difficulties soon as possible to the management rather than waiting for them to find out. From that onward he was more committed towards his job and started to support other team even after his shift.

2nd Incident:

A person who worked as a sales person in Kandy branch was terminated from the job within one year even though his sales targets were high compare to others. The reason for his dismissal was a fraud activity that has been proved that he was responsible for it. The incident was selling sim

cards under company registration for his friends for illegal activities. Which mean in Sri Lanka when we sell a mobile sim it should be registered under the name of buyer and his identity and also an ID proof must be shown and seller will be taking a copy of it to the company, it's a law in that country. In case of this person he haven't taken any ID proof from his friends at the same time all the sim that he sold for them were registered under the company name instead of the person's name so the company will be responsible for any future crimes that takes place through those sim card numbers. After finding out these thing and by getting true evidence the management didn't take any formalities for discussion or warning instead they terminate him out of job and also report to the police about his activities.

The above both incidents are different from each other its case. According to practical view the decisions that have been taken by the management is fair enough regarding the nature of the incidents.

4.0 PRACTICAL VIEW

In my point of view having grievance and disciplinary policies in companies make the employees as well as the employer to reflect a good standard. It also helps to protect the structure and culture of an organization. By practicing these policies the employees get motivated towards their job and commitment gets high. At the same it give chances to the employee to correct themselves in breaching laws and regulations.

In business field anyone can make mistakes it could be unknowingly taken place and some them purposely made ones in this case the grievance and disciplinary policies help the organization to find out the right reason to take decisions on the employees. In the meantime these policies help employees to protect their job (Bogardus, 2004). Any company can't dismiss or suspend workers as they want. There must be proper reason for them to dismiss a person at same time companies must give second and third chances as well to the employees to correct themselves unless it's illegal or theft act. (Bright Hr, 2019)

When taking above two incidents of Airtel Company it clearly shows how these policies worked on behalf of employees. In the 1st incident the employee was breaching the rules but still he got a chance from the company because he got a valid reason. If these policies were not considered in Airtel they might have dismissed that employee and the result be losing a talented person from the company at the same time other employees may get demotivated. But because of consideration the employee is more committed to work than before, it can be seen as indirect motivational factor. In the second incident, the management decided to dismiss the employee and it's fair enough with the decision. Because it's completely illegal activity the employee had done so the person should be escape from it.

5.0 CONCLUSION

By doing this report I was able to learn many factors regarding laws in an organization. Also how the rules and regulations protect employee as well as the employer. More over all the employees must be treated equally by the employer in any organization. At the same time employees must be truthful to the employer then only a good relationship is maintain between them.

In any circumstances if something happened unfair to a worker that person can appeal through labour court on behalf of that unfair treatment and get justice. Also this report helped me apply the policies into practical view by comparing with Airtel Company. Further this report taught me with vast knowledge on workplace which will be helpful for me in my future career.

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