

## **THE MEDIATING ROLE OF GRIEVANCES HANDLING ON THE RELATIONSHIP BETWEEN GRIEVANCES INCLUSIVE CULTURE AND EMPLOYEE RETENTION IN THE TEA PLANTATION SECTOR IN SRI LANKA**

*Perera A.H.U<sup>1</sup> and Selvaraj S.<sup>2</sup>*

*Faculty of Management Studies,  
The Open University of Sri Lanka, Nawala, Sri Lanka.*

*[ahper@ou.ac.lk](mailto:ahper@ou.ac.lk)<sup>1</sup>, [selvaraj.sinthu@gmail.com](mailto:selvaraj.sinthu@gmail.com)<sup>2</sup>*

### **Abstract**

*Globally the phenomenon of Employee Retention has been studied empirically. Similarly, the need to conduct a study on employee retention on the plantations sector in the Sri Lankan context has emerged. Thus, this study was carried out at the Great Western Estate, where employee retention had become one of the major issues. Through the literature review conducted, it was identified that the Grievances Handling may have a bearing on Employee Retention in the tea estates. Thus, the main objective of this study was to find out the role of Grievances Handling on Grievances Inclusive Culture and Employee Retention.*

*This study used the deductive approach and quantitative method. The population of this study was the employees at Great Western Estate. The survey data was analyzed using SPSS to analyze the mediation effect and the findings concluded that the Grievances Handling has showed partial mediation towards the relationship between Grievance Inclusive Culture and Employee Retention. Thus, it can be recommended that the Grievance Inclusive Culture can be influenced with Grievances Handling to improve Employee Retention. This would enable the estates to function in a more effective manner in the Sri Lankan plantation context.*

**Key Words:** Employee Retention, Grievance Inclusive Culture, Grievances Handling, Plantations Sector

### **Introduction**

The concept of Employee Retention is known as a commercial exertion to retain its present employees by satisfying a supportive working environment as per Nazia and Begum (2013). The critical issue most organizations face today is the inability to keep employees within an organization for a longer period. This is because as studies also show, that making existing employee stay costs less than hiring new employees (Singh, 2019). One of the major purposes of retaining employees is to evade turnover cost. Turnover is a great problem and that is the reason that a lot of effort is put for the retention of employees where voluntarily resignation from jobs has become a potential retention issue.

If the employees sense any disappointment, they will change over to the enhanced chance. Mohanasundaram and Saranya (2013) declare that there cannot be a single organization which could have 100% satisfied employees without any grievances. Issues of grievance are normally associated with dissatisfaction among employees which relate to working procedure, working facilities (Bean, 1994). Grievance is very difficult to define because it is an intangible, unseen and unobserved to say that any real or imaginary feeling of dissatisfaction and injustice which an employee has about his employment relationship (Opatha, 2012). However, if employees are dissatisfied with their jobs, problems arise ahead thus it is identified in literature that the primary value of having grievance procedure is that it can assist in minimizing discontent and dissatisfaction that may have adverse effects upon employee commitment and productivity (Lawrence & Dwayne, 2007). Thus, the grievance handling has its unique significance for good labour relations, worker motivation and worker productivity (Opatha & Ismail, 2001).

Contemporary research on the inclusion of the needs of the employees who represent poverty line in developing countries by facilitation of poor employees' grievances is still in its early stages as per Fujimoto, and Jasim Uddin (2020). Work environments are being challenged and enriched by the diversity of their workforces, especially for the workers who represent minorities in the modern society. Researchers are also increasingly focusing on the concept on inclusion to enhance work environments in terms of offering support employees with their diverse needs and wants as per Shore, Cleveland, and Sanchez (2018). In terms of the plantation sector in the Sri Lankan context, it is apparent in the high poverty rates and the prevalence of malnutrition among the estate population since the welfare as well as the grievances stemming from that cause of the plantation sector, as a minority sector, being neglected since colonial times as per Thibbotuwawa, Jayawardena and Arunatilake (2019). According to Mor Barak (2000) the concept of having an inclusivity refers to a working environment for the employees which is not only accepting and using the diversity of its own work force, but also is active in the community, participates in state and federal programs to include working poor people, and collaborates across cultural and national boundaries. A study done by Chandrabose (2015) indicates that the estate employees are the community in the country who receive a very low income which is also evident by the frequent hikes conducted by tea pluckers and it was further stated that the fixed daily wage and the allowances are the major income components of the plantation workers which are at the minimum levels with increasing number of grievances among the employees in terms of the estate work culture. Given this phenomenon, in developing countries like Sri Lanka, with poor minority workers in the estate sector, there is a dire need to explore the phenomenon of the impact of Grievance Inclusive Culture on Employee Retention with particular focus on the role of Grievance Handling in the tea plantation sector.

### **Research Problem**

The plantation sector is considered as highly labour-intensive and it requires a regular supply of labour throughout the year (Chandrabose, 2015) which places a very high importance on Employee Retention concept inevitably. In the Great Western Estate at

Talawakelle plantation, unfortunately over the years employee headcount has dropped down, creating a problem in retention of estate workers. According to the records of the estate their annual production is 615,000kg. Talawakelle Region is specialized in Black tea with orthodox methods of farming. Nevertheless, this selective hand plucking requires a great deal of toil. Plucking of tea leaves is an important bodily process and is a specialized job done by the female workforce. According to the annual reports Talawakelle plantation, in the year 2014 there were 841 workers worked in the tea garden, unfortunately in the year 2020 it has dropped to 579 initiating the need to find the root cause of the forecasted deterioration on level of Employee Retention at the Great Western Estate.

A study done by Chandrabose (2015) indicates that the Estate workers are the community in the country who receive low income and it can be emphasized that the grievances of Sri Lankan estate workers is reflected through the protests due to higher workloads and wage cuts. According to the Living Wages Report (2021) as cited in Institute of Policy Studies Sri Lanka (2022) the Pay and wages for tea estate workers are depended on the plantation workers wage collective agreement between employers' federation of Ceylon, the Ceylon worker's congress, the Lanka Jathika Estate Workers Union, and Joint Plantations Trade Union Centre in Colombo. When referring to the below Table 1, it indicates the changing payments of estate workers from 2013 to 2021 which also depicts the increase in the basic wage which has led towards the grievances in terms of the pay and wages as it appears to remain at a very low scale.

**Table: 1 Collectively bargained wage for tea plantation workers from 2013 to 2021**

	2013-2016	2016-2018	2019-2021
Basic wage	450	500	700
Price Share Supplement	30	30	50
Attendance incentive	140	60	0
Productivity Incentive	0	140	0
Over Kilo rate (Per kg)	20	25	40
Total	640	755	790

*Source:* Living Wages Report (2021) as cited in Institute of Policy Studies Sri Lanka (2022)

There were studies done on the impact of Human Resource Management practices on Employee Retention in the Sri Lankan tea plantation sector but not in terms of the concept of Grievances Handling (Wickremasinghe, 2008). Thus, there is a dearth of academic research done in the Sri Lankan context regarding the phenomenon of Employee Retention in terms of exploring the effects of Grievances Handling concept. Therefore, this study was carried out at the Great Western Estate which belongs to the high grown tea estate of Talawakelle Region, which is the largest within the Dimbula region.

This research was carried out to get a clear insight on the Employee Retention at the Great Western Estate which will give a clear contribution to the knowledge base especially in terms of the estate sector related salient human resource management issues. As this research

was done selecting a population covering estate workers, this study would give a clear beginning to understand the nature of the Sri Lankan tea plantation context in terms of the Grievances Handling, Grievances Inclusive Culture and Employee Retention. Thus, this study tries to find out whether there is a role of Grievances Handling towards the relationship between Grievances Inclusive Culture and Employee Retention of estate workers of the Great Western Estate at Talawakelle plantation.

### **Research Objective**

The main objective of this study is to find out the role of Grievance Handling on the relationship between Grievances Inclusive Culture and Employee Retention of estate workers of the Great Western Estate at Talawakelle plantation, which will enable the plantations sector to make good policies and practices in the long term as managerial implications.

### **Literature Review**

#### ***Employee Retention***

Employee retention is known as the ability to keep employees within an organization for a longer period. Retention of talented workers is of most importance for every organization because keeping the greatest individuals nearby to the organization's core capabilities is salient for competitive advantages. The major purpose of retaining employees is to evade turnover cost. Turnover is a great problem and that is the reason that a lot of effort is put for the retention of employees. Drucker (2012) explained that employees voluntarily quit their job is a potential retention issue. According to Allen et al. (2010) the critical issue organizations facing today is to retain their workers. Research have also identified that retention is driven by few key components, which could be accomplished consistently: organizational culture, communication, strategy, pay and benefits, flexible work schedule and career development systems (Logan, 2000). Retention of employees is treasured for both employees and organization. If the employees sense any disappointment, they will change over to the enhanced chance. Studies also show that making existing employee stay costs less than hiring new employees (Sinha & Sinha, 2012). Therefore, it is important task of every employer is to retain their respected and brilliant employees otherwise they might leave with no good employee to the respective task. Nazia and Begum (2013), defines employee retention as a commercial exertion to retain its present staff by satisfying a supportive working environment. Further, Mohanasundaram and Saranya (2013) declare that there cannot be a single organization which could have 100% satisfied employees without any grievances. Success or otherwise of an organization in retaining its employee's is measured in terms of Employee Retention Rate or through assessment of the Employee Turnover Rate. Bean (1994) deals with the dissatisfaction of employees and their issues of grievance which are connected to working technique and working amenities. When an employee decides to leave an organization, it can be ascribed such as a failure to be given a promotion or pay upsurge (Bratton et al., 2001). As per Abeysekera (2007) in a study evaluated that the HR practices such as job analysis, work life balance and career opportunities, supervisor support and compensation and their impact on employees as intentions to leave, which resulted that compensation and job analysis have positive impact on employee turnover. Holtom et al. (2008) discussed in this study that the

factors that makes the employee for staying and leaving were different. Employee retention is a widely researched phenomenon and retention of employees is valuable equally for employees as well as for organization and if employees feel dissatisfied, they might move to the better employment opportunity.

### ***Grievance Inclusive Culture***

Opatha (2012) claims grievance as a word that involves worker discontent or dissatisfaction, which having the following: Grievances may be real based on actual injustice or imagined based on assumption injustice, which has not occurred from the perception of Management, it may be expressed distinctly or not, it may be formal (written) or informal (verbal), it may arise out of something relating to employment / organization/work/job, it may be individual or group. Further he divides grievances under five headings, such as causes relating to job, causes relating to working condition, causes relating to personnel management decisions such as policies, procedures and practices, causes relating to alleged violations and causes relating to inappropriate personal behaviour. It is further supported by the International Labour Organization (ILO) as cited in Van Daele, (2008). where it classifies a grievance as a complaint of one or more workers with respect to wages and allowances, conditions of work and interpretations of service stipulations, covering such areas as overtime, leave, transfer, promotion, seniority, job assignment and termination of service.

### ***Grievances in terms of Pay and Wages***

Researchers show that retention is the one of the most significant variables determining is monetary compensation. Within an economic exchange relationship, employees expect to receive financial outcomes, while in a social exchange relationship they also desire nonfinancial outcomes such as material benefits, support, and recognition (Shore at al., 2006). Employee welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages. As per Choudhry and Lister (1997) welfare helps to keep the confidence and inspiration of the employees high to retain the employees for longer duration. Welfare does not only have a monetary value but some other form of norms. But still and importance is given for the monetary value of pay and wages. According to the reports of Ministry of Plantation Industries (2017) it is stated that the labor welfare involves all those actions of employer which are focused towards providing the employees with convinced facilities and services in addition to wages or salaries.

### ***Grievances in terms of Working Conditions***

Rizwan and Mukhtar (2014) explain that the work environment is known as a place where the employee performs his /her daily routine works or activity. Working environment has both positive and negative impact employee retention. Where the satisfied workplace culture creates a positive impact whereas the unpleasant workplace culture creates a negative impact. If the environment is comfortable then workers will be able to perform well. The performance of an employee is directly proportional to the workplace environmental practices which represents its organizational culture. Ramlall (2003) emphasis that the organization need to provide a suitable working culture for their workers in order encourage commitment in the work that they perform.

The case study of Van der Wal, De Graaf, and Lasthuizen (2008) points out the sustainability of the tea sector where he emphasizes the cause of the grievances in such a way that the use of pesticides by workers is another significant occupational health and safety issue. Workers in many locations are reported to apply pesticides without the use of masks, gloves, or other safety equipment, despite the use of banned and harmful pesticides. Headaches, nausea, and respiratory problems amongst workers have been linked to pesticide use. Tea plucking is hard work and workers often must protect themselves from work related injuries or diseases at their own expense such as stings by bees and wasps. Even Opatha (2012) states that Employee should be healthy mentally & physically to obtain the proposed target or achieve the goal. The unhealthy employee always gives a less productivity. Organizational cultures which promote unsafe or inconsiderate working conditions that put employees at risk in any way could also create dissatisfaction and grievances as well.

Research on inclusive workplaces which facilitates poor employees grievances is still in its early stages, particularly concerning the inclusion of the poor in the developing countries as per Fujimoto, and Jasim Uddin (2020). In this case it is the minority estate workers who are being perceived to be penalized with a workplace culture which includes a large number of increasing concerns as grievances.

#### ***Grievances in terms of Supervisory Style***

A recognition from superiors, group members, colleagues is developing the loyalty of the organization (Bratton et al., 2001). Employees are bonded to work when their work is recognized and appreciated by the employer. Price (2001) observes that the employees are not leaving the organization but the supervisor, which given an impact that supervisory style or leadership plays a crucial role in employee retention. A lack of guidance from their supervisors may also affect employees' performances. Some employees may have issues with their peers at work which could range from differences in opinions, to workplace bullying or a feeling of being ostracized. All these factors can contribute to low morale which can cause the aggrieved to feel helpless and depressed. According to Taylor (2004), organizations cannot afford to go away the responsibility for keeping talented employees within the organization. Concern and responsibility for retaining talent need to move bent the front lines and into the hands of the supervisor. Moreover, he pointed out the link between supervisors and their subordinates. Here they argued supervisors who treated for the subordinates in friendlier manner, would be able to obtain more favorable treating with them Leaders/supervisors are in the position to structure a climate of retention, a culture that speaks to employees during a way that inspires them to retain in the same organization, where it could avoid turnover. Moreover, Tepper and Taylor (2003) noted when the supervisor perception on subordinates was fair and they received positive feedback from the subordinates including the help on complex assignments, more extra role on behaviors presented by supervisor, showing respect, and support on skill building and so on. Therefore, supervisor plays a significant role in retention on staff.

#### ***Grievance Handling***

An effective way of handling grievances is important for any organization. It is also imperative that they should have established & known the grievance methods of processing

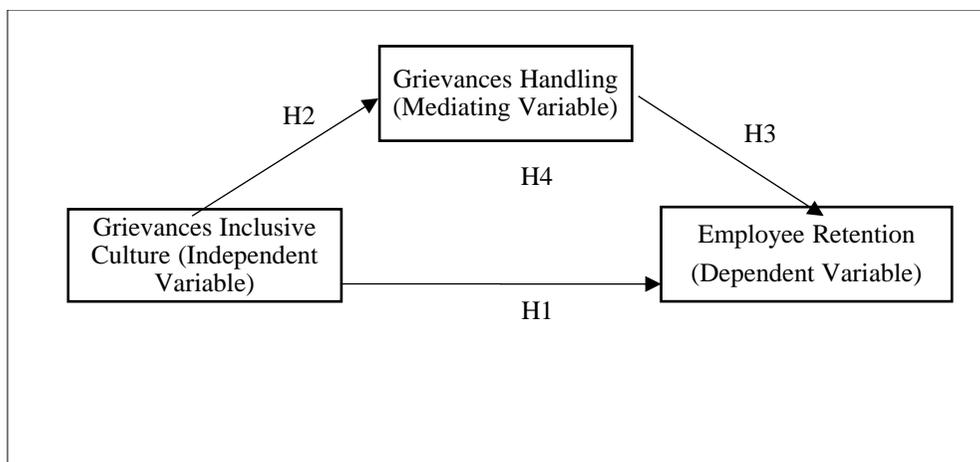
grievance. It's important to own an honest grievance handling procedure as this creates an environment of trust and take care of employees. Steps in an exceedingly grievance procedure may vary from company to company, however it will be not fair to say only one step or best step to be followed. The organization supported their organizational/ higher cognitive process structure or size of the firm or plant decides the steps in its grievance procedure.

Grievance handling has its unique significance for good labour relations, worker motivation and worker productivity (Opatha & Ismail, 2001) Styles in handling employee's conflicts may give an impact in industrial relation culture (Holt & Devore, 2005). Rahim (1983) established five styles of grievance handling, namely integrating, obliging, compromising, dominating, and avoiding. A grievance procedure provides a hierarchical structure for presenting and settling workplace disputes. The procedure typically defines the type of grievance it covers, the stages through which the parties proceed in attempting to resolve matters, individuals responsible at each stage, the documentation required, and the time limits by which the grievance must be presented and dealt with at each stage. Every organization follows different steps which are little bit like each to resolve the grievance among their employees. A clearly defined grievance policy should exist in every organization.

## **Methodology**

This study uses the quantitative techniques where the quantitative method was used (Sekaran, 2003). It is cross sectional study, and the population of this study was the employees at a tea estate, representing the workers of Great Western Estate of Talawakelle Plantation totaling to 550 workers. The unit of analysis was at the individual level. According to Sekaran (2003) for a population of 10,000 or more, the researcher may consider a sample size between 200 and 1000. A simple random sample of two hundred and twenty-six workers was drawn from the population using the Krejci and Morgan (1970) sampling table as reference for the sample size. The primary data was collected using a structured pre-validated and pretested (printed) self-administrative questionnaire. The analysis on demographic variables was done to get a picture of the population in this study and therefore the part A of the questionnaire consisted of the demographical background of the respondents which inquired about the respondents' Gender, Age, Educational level, and Number of Years of Service in the Estate. The part B questions were focused on the operationalization of the variables in the conceptual model through the inclusion of corresponding questions for each of the variable and their respective dimensions derived through the literature review. For an instance, the Independent Variable, "Grievances Inclusive Culture" was operationalized with three Dimensions namely, "Pay & Wages," "Working Conditions" and "Supervisory Style". The adopted measurement scales were developed based on a 5-point Likert Scale format ranging from (1) "Strongly Disagree" to (5) "Strongly Agree". The response rate was 100%. The survey data was analyzed using SPSS (Statistical Products and Service Solutions) software version 26 to analyze the direct hypotheses testing and mediation effect. In the light of the literature review, the developed conceptual framework is depicted on the below Figure:1.

*Figure:1 Conceptual framework of the study*



Source: Author

Based on the above conceptual framework following hypotheses were developed.

- H1:** Grievances Inclusive Culture significantly impact on employee Retention in the tea plantation sector in Sri Lanka.
- H2:** Grievances Inclusive Culture significantly impact on Grievances Handling in the tea plantation sector in Sri Lanka.
- H3:** Grievances Handling significantly impact on Employee Retention in the tea plantation sector in Sri Lanka.
- H4:** Grievances Handling mediates the relationship between Grievances Inclusive Culture and Employee Retention in the tea plantation sector in Sri Lanka

## Data Analysis Results and Discussion

### Sample Descriptive Analysis

Out of the 226 respondents of the sample population there were 162 female employees and 64 male employees representing 71.7% respondents as female and 28.3% respondents representing the Gender as male. It was apparent that the overall percentage of the female employees were more than the male workers in the context examined.

The demographic variable, Age, 15% of the respondents were below 30 years, 31% respondents were between 31 to 40 years while, 33% of the respondents represented the age category between 41 to 50 years. Only 21% of the respondents were above 50 years. Therefore, it was revealed that the mid age group from 31-50 represents many of the employees in the considered estate.

The Educational Level was also analyzed, and the results were revealed as 33% of the respondents had only educated up until grade 5 and 57% of the respondents had educated them

up until the G.C.E. Ordinary Level examination. Only 33% of the respondents had an education level up to the G.C.E. Advanced Level examination.

According to the findings on the Number of Years of Service in the Estate, the analysis depicted that 21% of the respondents have less than 01-year experience, and 41% of the respondents had between 1 to 5 years of experience in the estate. 17% of the respondents had work experience for between 6 to 10 years, whereas an 8% of the respondents had 11 to 20 years. Only 13% of the respondents had experience for beyond 20 years.

***Validity and Reliability***

The questions used for the operationalization was adopted from pre-tested and pre-validated measurement scales, using the literature survey, to ensure the validity of the adopted questions to the study variables.

In terms of the reliability, the Cronbach’s Alpha is used to test the degree of the inter-item consistency of an instrument (Sekaran, 2003). According to (Sekaran, 2003), alpha values above 0.7 are considered acceptable, and values above 0.8 are preferable or good. The results from the below Table:2 shows that many of the measurement scales had the expected degree of the inter-item consistency in terms of the Cronbach’s Alpha coefficient values for the adopted variables and the respective dimensions which were generated using the reliability analysis of the SPSS software.

**Table: 2 Reliability Analysis**

<b>Dimension / Variable Name</b>	<b>No of Items</b>	<b>Cronbach’s Alpha</b>
Pay & Wages	5	0.783
Working Conditions	4	0.713
Supervisory Style	5	0.824
Grievances Inclusive Culture	14	0.612
Employee Retention	5	0.887
Grievances Handling	5	0.940

*Source:* Survey data

***Data Analysis***

The multicollinearity was examined by calculating Variance Inflation Factor (VIF) and Tolerance Statistics of all the variables. In line with the specified standard levels all VIF values should be below 5 or all Tolerance values should be higher than 0.1 to be considered that that

there is no multicollinearity issue. As depicted in the below Table: 3 Collinearity Statistics these statistical values reflect that there is no multicollinearity issue present within the data analyzed.

**Table: 3 Collinearity Statistics**

Dimension Name	Collinearity Statistics	
	Tolerance	VIF
Grievances Inclusive Culture	0.998	1.002
Employee Retention	0.936	1.069
Grievances Handling	0.937	1.067

*Source:* Survey data

### ***Hypothesis Testing***

Multiple linear regression analysis was done to investigate the impact between the Independent Variable, Grievances Inclusive Culture, and the Dependent Variable namely, Employee Retention. The selected variables in the model should be statistically significant under the 5% significant level. Researcher has tested hypotheses according to Multiple Linear Regression Analysis to identify the impact of predictor variables on response variable. The following Table: 4 Hypothesis Testing Results depicts the acceptability of the developed hypotheses in terms of the p values of the considered variables. All hypotheses having significance p values, which concludes that all four main hypotheses developed in this study are statistically significant and accepted.

**Table: 4 Hypothesis Testing Results**

Predictor and Response Variables / Mediation Effect	Hypotheses	Level of Significance (P Value)	Status
Grievances Inclusive Culture and Employee Retention	H1	0.000	Accepted
Grievances Inclusive Culture and Grievances Handling	H2	0.000	Accepted
Grievances Handling Employee Retention	H3	0.000	Accepted
Mediation impact of Grievances Handling	H4	0.010	Accepted

*Source:* Survey data

### ***Mediation Analysis***

A Mediator Variable is a variable than explains the relationship between a Dependent Variable and Independent Variable. Mediators make interventions through its impact in

explaining the changes or alterations in the direct impact of the relationship between a Dependent Variable and Independent Variable (Baron & Kenny, 1986). In this method for mediation, there are two paths to the dependent variable. The Independent Variable (Grievances Inclusive Culture) must predict the Dependent Variable (Employee Retention), and the Independent Variable must predict the Mediator Variable (Grievances Handling). Thus, the Mediation was tested through three regressions as Independent Variable predicting the Dependent Variable, Independent Variable predicting the Mediator Variable and Independent Variable and Mediator Variable predicting the Dependent Variable as follows as per Baron and Kenny (1986) which is depicted as follows in the below mentioned equation.

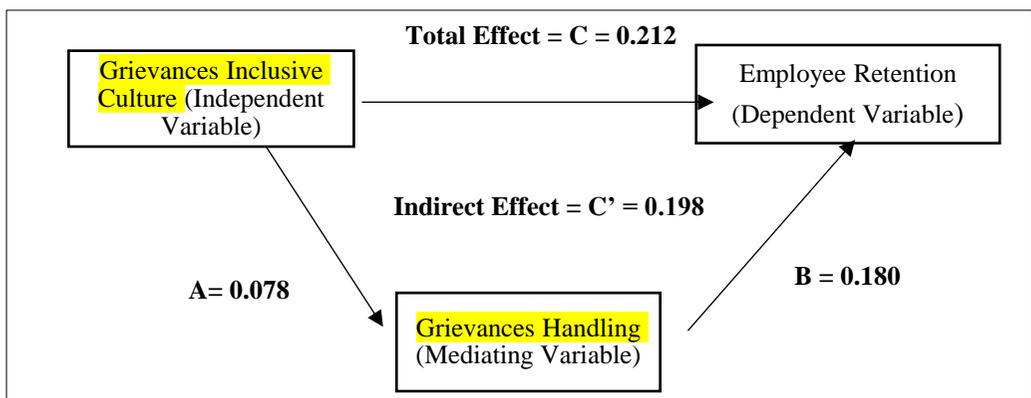
$$\text{Total Effect} = \text{Direct effect} + \text{Indirect effect} [C = C' + AB]$$

***Results of the Correlations between Independent Variable, Mediator Variable and Dependent Variable***

As depicted in the below Figure: 2, Total Mediating Effect, the coefficient of the total effect (C) has reduced due to the Direct Effect (c') coefficient after controlling for Mediating Variable (C=0.212, A=0.078, B=0.180, C'=0.198). The reduction of the causal effect of Independent Variable on Dependent Variable represents the amount of mediation through the Indirect Effect. As the relationship value coefficient from Independent Variable to the Dependent Variable is reduced, in this phenomenon A Partial Mediation is evident in the light of the data analysis findings. As depicted in the analysis the regression results also meet the conditions of Baron & Kenny’s mediation approach.

Therefore, the overall model shows a Partial Mediation and Grievances Handling Partially Mediates the relationship between Grievances Inclusive Culture and Employee Retention.

*Figure:2 Total Mediating Effect*



Source: Survey Data

**Conclusion and Recommendation**

The findings indicate that Employee Retention, Grievances Inclusive Culture (Pay & wages, Working Condition and Supervisory Style) and Grievances Handling exhibit acceptable psychometric properties in terms of both reliability and validity. Further in the light of the findings from the conducted data analysis, it can be confirmed that the hypothesized relationships in the research model revealed to be valid in the tested empirical context. Grievances Handling was expected to mediate the relationship among Grievances Inclusive Culture and Employee Retention, but the data analysis revealed that the mediator Variable, Grievances Handling Partially Mediated the relationship between Grievances Inclusive Culture and Employee Retention.

Hypothesis testing for the entire sample (n=226) between the “Grievances Inclusive Culture” and “Employee Retention” variables together with the “Grievances Handling” reveal a linear, and significant relationship (2-tailed) at 0.01 level. The hypothesis developed in terms of mediation (H4 a) is accepted and the null hypothesis is rejected (H4 0). The overall model shows a Partial Mediation where Grievances Handling Partially Mediates the relationship between Grievances Inclusive Culture and Employee Retention with the results obtained in the regression analysis using Baron and Kenny’s approach. Thus, the results explain the relationship between Employee Retention and Grievances Inclusive Culture where the Mediator variable, Grievances Handling make a partial intervention through its impact in explaining the changes or alterations in the direct impact of the relationship between Grievances Inclusive Culture and Employee Retention representing the workers of Great Western Estate of Talawakelle Plantation in this empirical study context.

Overall, the research on finding the role of Grievances Handling on Grievances Inclusive Culture and Employee Retention related to the workers of the Great Western Estate, should carefully take into deep consideration and the insights gained through the findings need to be considered as managerial implications which can be effectively utilized in and manage the issues on Employee Retention. It can be recommended that higher the inclusiveness of handling the employee grievances, higher the retention of workers at the Great Western Estate.

### **Further Research**

As this research was done using a data sample covering all estate workers of Great Western estate, this study gives a clear beginning to understand the nature of the Sri Lankan context in terms of the Grievances Inclusive Culture, Grievances Handling and Employee Retention of Estate workers. There was a dearth of academic research done in the Sri Lankan context regarding the mediating effect of the Grievances Handling on the relationship between Grievances Inclusive Culture and Employee Retention of Estate workers of Great Western at Talawakelle plantation. Therefore, this research gives a clear insight for further researches and gives a clear contribution to the knowledge base on this subject of study to conduct further research on the estate sector related managerial issues. Also, this study can further be researched in a larger context, considering the different geographical locations, or maybe taking the entire country with more qualitative approach with conducting interviews in depth to explore more on the phenomenon considered by adopting a mixed method in data collection and interpretation. Future studies may also concentrate on various industries and compare the

results, which would help to further validate with the findings of this study through a general sample of participants in a different empirical context.

## References

- Abeysekera R. (2007) Impact of human resource management practices on marketing executives' turnover of leasing companies in Sri Lanka. *Contemporary Management Research*, 3(3)
- Baron, R. M., & Kenny, D. A. (1986) The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- Bean, R. (1994) *Comparative Industrial Relations: An Introduction to Cross-National Perspectives*. 2nd Edition. London: Routledge.
- Bratton, S. B., Walker, G., Srinivasula, S. M., Sun, X. M., Butterworth, M., Alnemri, E. S., & Cohen, G. M. (2001). Recruitment, activation and retention of caspases-9 and-3 by Apaf-1 apoptosome and associated XIAP complexes. *The EMBO journal*, 20(5), 998-1009.
- Chandrabose, A.S. (2019). Labour in the Tea plantation Sector: A Special Reference to Privatized Large Scale Tea Estates in Sri Lanka. *International Journal of Arts and Commerce*, 8(4), 36-45.
- Chandrabose, A.S. (2015), "Outgoing Labour and its impact on the plantation sector in Sri Lanka", *International Symposium-5*, p.412-420
- Choudhry, Y., & Lister, D. W. (1997). *Sri Lanka's tea industry: succeeding in the global market* (Vol. 368). World Bank Publications.
- Drucker, P. (2012). *Management challenges for the 21st century*. Routledge.
- Fujimoto, Y. and Jasim Uddin, M. (2020), Poor-inclusive workplace model: A Relational Perspective, *Equality, Diversity and Inclusion*, ISSN: 2040-7149
- Ganewatta, G.; Edward, G.W. 2000. The Sri Lanka tea industry: Economic issues and government policies, paper presented in 44th Annual Conference of Australian Agricultural and Resources Economics Society, Australia.
- Holt, J. L., and Devore, C.J (2005), Culture, Gender, Organizational Role, and Styles of Conflict Resolution: A Meta-Analysis. *International Journal of Intercultural Relations*, 29(2), 165-196.

- Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). 5 turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future. *The Academy of Management Annals*, 2(1), 231-274.
- Krejcie, R.V., & Morgan, D.W., (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*. vol.30, p.607-610
- Lawrence, N., & Dwayne, D. (2007). Grievance Management and Its Links to Workplace Justice. *Employee Relations Volume*, 29
- Logan, J. K. (2000). Retention tangibles and intangibles: More meaning in work is essential, but good chair massages won't hurt. *Training & Development*, 54 (4), 48-50.
- Manoj Thibbotuwawa, Priyanka Jayawardena, and Nisha Arunatilake (2019), When Tea and Sympathy is not Enough, A Living Wage for Sri Lanka's Plantation Workers (Web article published on 19 Dec 2019)
- Mohanasundaram, V.& Saranya, N. (2013), "A study on Employee Grievances at Dharmapuri District Co-Operative sugar Mills Ltd., Palacode" *Journal of business management & social science Research*, Vol. 02(3), pp. 07-09.
- Mor Barak, M. E. The Inclusive Workplace: An Ecosystems Approach to Diversity Management, *Social Work*, 45 (4), July 2000, 339-353, <https://doi.org/10.1093/sw/45.4.339>
- Nazia, S., & Begum, B. (2013). Employee Retention practices in Indian Corporate – a study of select MNCs. *International Journal of Engineering and Management Practices*, 4 (3), 361-368.
- Opatha, H D N P. (2012) *Human Resource Management*, 4<sup>th</sup> Edition, Colombo: Sri Lanka
- Opatha, H. H. D. N. P., & Ismail, Z. (2001). Towards effective worker grievance handling: some reflections, 8, 111-127.
- Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of manpower*.
- Rahim, M. A. (1983). A measure of styles of handling interpersonal conflict. *Academy of Management journal*, 26(2), 368-376.
- Ramlall, S. (2003). Organizational application managing employee retention as a strategy for increasing organizational competitiveness. *Applied HRM research*, 8(2), 63-72.
- Rizwan. M & Mukhtar. A (2014) 'Preceding to Employee Satisfaction and Turnover Intention', *International Journal of Human Resource Studies* 2014, Vol. 4, No. 3

- Sekaran, U. (2003). *Research Methods For Business - Fourth Edition*.
- Shore, L. M., Tetrick, L. E., Lynch, P., & Barksdale, K. (2006). Social and economic exchange: Construct development and validation. *Journal of applied social psychology, 36*(4), 837-867.
- Shore, L. M., Cleveland, J. N. & Sanchez, D. (2018), Inclusive workplaces: A review and model, *Human Resource Management Review, 28*(2),176-189, ISSN 1053-4822,<https://doi.org/10.1016/j.hrmr.2017.07.003>
- Singh, Diwakar. (2019). A Literature Review on Employee Retention with Focus on Recent Trends. *International Journal of Scientific Research in Science, Engineering and Technology. 425-431. 10.32628/IJSRST195463.*
- Sinha, C., & Sinha, R. (2012). Factors affecting employee retention: A comparative analysis of two organizations from heavy engineering industry. *European journal of business and management, 4*(3), 145-162.
- Taylor, F. W. (2004). *Scientific management*. Routledge.
- Tepper, B. J., & Taylor, E. C. (2003). Relationships among supervisors' and subordinates' procedural justice perceptions and organizational citizenship behaviors. *Academy of Management journal, 46*(1), 97-105.
- Van Daele, J. (2008). The International Labour Organization (ILO) in past and present research. *International Review of Social History, 53*(3), 485-511.
- Van der Wal, Z., De Graaf, G., & Lasthuizen, K. (2008). What's valued most? Similarities and differences between the organizational values of the public and private sector. *Public administration, 86*(2), 465-482.
- Wickremasinghe, NC (2008), A study of tea plantation operational aspects in relation to operational workforce, MBA Project report, Sikkim Manipal University.”
- Zerpa, J. L., Allen, H. L., Campbell, R. G., Phelan, J., & Duzan, H. (2010). Influence of variable organic matter retention on nutrient availability in a 10-year-old loblolly pine plantation. *Forest ecology and management, 259*(8), 1480-1489.