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OBJECTIVES

HYPOTHESES

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RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

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EMPLOYEE GRIEVANCE REDRESSAL PROCEDURE IN INDIAN ORGANIZATIONS

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ABSTRACT

The personnel or industrial relations department of the organization is responsible for maintaining peace and harmony among employer and employee. The healthy relations between employer/management and employee/worker can be achieved through the agreed solutions for different problems. A worker who is dissatisfied may not work at full capacity and cause significant loss of production. Grievances are the expressed complaints about working conditions and environment in which employee work. It is related with day to day work. Grievances emerge out of the dissatisfaction of workers it may be as an individual or as a group. Thus, management strive hard to resolve workers complaints and grievances. Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful, and productive workplace. This paper examines nature and reasons of employee grievances, illustrate grievances handling procedure, and comprehend consequences of mishandling grievances at the workplace.

KEYWORDS

Employer, Grievance handling procedure, Grievance handling machinery, Worker.

INTRODUCTION

The personnel or industrial relations department of the organization is responsible for maintaining peace and harmony among employer and employee. Grievances emerge out of the dissatisfaction of workers it may be as an individual or as a group. A worker who is dissatisfied may not work at full capacity and cause significant loss of production. Thus, management strive hard to resolve workers complaints and grievances. Grievances are the expressed complaints about working conditions and environment in which employee work. It is related with day to day work.

A just and prompt redressal of employee complaints is essential. Nature of grievance may be at individual or at group level, immediate attention and patient hearing from superior is required for amicable industrial relations. Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful, and productive workplace.

The healthy relations between employer/management and employee/worker can be achieved through the agreed solutions for different problems. This can be achieved through bipartite arrangements which will be an important step toward building a stable, workable relationship.

OBJECTIVES

The study has following objectives as framework for assessing grievance redressal procedure in Indian organizations.

1. To understand grievances and reasons of employees grievances
2. To Explain nature of common grievances
3. To Explain grievances handling procedure at the workplace
4. To Develop an effective grievance-handling procedure
5. To Comprehend consequences of mishandling grievances
6. To Establish company's grievance-handling procedure

MEANING OF GRIEVANCE

A grievance is "the representation by a worker, a group of workers or their unions to the management relating to the terms and condition of the employment, breach of freedom of association or the provisions of the standing orders or non-implementation of the government orders, conciliation agreements or adjudicator's awards."

GRIEVANCE REDRESSAL

The two aspects of handling industrial relations includes Individual relations, and

a) Collective relations

Industrial relations are primarily collective relations. Now, we will examine grievance handling procedures which fall under the category of individual relations.

There are two types / nature of individual grievances, which includes:

- 1) Technical, i.e., incidental to the work at the shop floor; and
- 2) General, i.e., in respect of service conditions, wage payment, welfare facilities.

They may also arise from the various other sources, such as:

1. Service conditions
2. Permanency
3. Promotions
4. Working conditions
5. Overtime
6. Work assignment
7. Work load
8. Shift change
9. Wage payment
10. Deductions
11. Less payment
12. Welfare facilities
13. Canteen
14. Transport facilities, etc.

GRIEVANCE REDRESSAL PROCEDURE

A well-designed and a proper grievance procedure provide:

1. A channel or avenue by which any aggrieved employee may present his grievance;
2. A procedure which ensures that there will be a systematic handling of every grievance;

3. A method by which an aggrieved employee can relieve his feelings of dissatisfaction with his job, working conditions, or with management; and

4. A means of ensuring that there is some measures of promptness in the handling of the grievance.

The 16th session of Indian Labour Conference adopted the Code of Discipline. It has highlighted the need for a model grievance handling procedure on an agreed basis. Most of the grievance procedures now a day are built around the Model Grievance Procedure with certain changes to suit the size and special requirements of an enterprise. The principles and procedures which constitute the five successive time-bound steps of model grievance handling procedure are as follows:

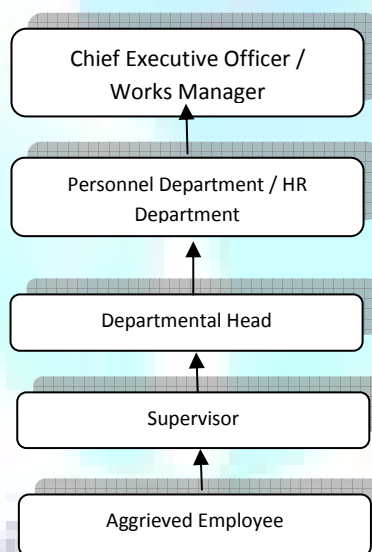
- 1) An aggrieved employee shall first present his grievance verbally in person to the officer designated by the management for this purpose. The answer shall be given within 48 hours;
- 2) If the worker is not satisfied with the decision, he shall be accompanied by a department representative to present his grievances to the head of the department, who has to settle the grievance within three days. Otherwise, he shall have to record reasons for the delay;
- 3) In case workmen is not satisfied with the decision of the department head, he may request him to refer the case to the grievance committee;
- 4) The committee considers the matter and makes its recommendations to the manager within seven days of receipt of the grievance. If this is delayed, reasons are to be recorded. Unanimous recommendations of the grievance committee shall be implemented by the management. Whether there is a unanimous decision by the committee or not, the aggrieved workmen is entitled to know the decision through the personnel officer within three days of the receipt of the grievance committee's recommendations;
- 5) If dissatisfied with the committee's or the manager's decision, the workman has a right of appeal to the higher tier of management for revision. The workman may take his union official along with him for discussion. The management has to inform him of its decision within a week. At any stage where the aggrieved person is not satisfied, he has to prefer an appeal within 72 hours of the receipt of the decision, or if no decision is reached, the appeal is to be made on the expiry of the stipulated period; and
- 6) If the workman is still not satisfied with the decision of the management, the union may ask for voluntary arbitration in the matter. In case the management agrees, the matter is referred to an arbitrator whose decision is binding on both the parties. A properly constructed grievance procedure capped by arbitration should in principle render work stoppages unnecessary during the life of the agreement. Unions generally favour arbitration as the final step in disposing of unsettled grievances.

In the above-mentioned procedure the following points should be noted:

- Calculating the various time intervals under the above clauses, holidays shall not be included.
- The Management shall provide the necessary clerical and other assistance for the smooth functioning of the grievance machinery.
- During the working time, the concerned person may go for enquiry with the Labour/personnel Officer, provided the he has taken permission from his supervisor. Hence he may not suffer any loss of payment.

GRIEVANCE HANDLING MACHINERY

GRIEVANCE HANDLING MACHINERY



MODEL GRIEVANCE REDRESSAL PROCEDURE FOR PERMANENT EMPLOYEES

The Grievance Procedure aims at settlement of grievances of permanent employees, other than supervisors and fresh employees on probation, in the shortest possible time and at the lowest possible level. It is a three-stage procedure with an appropriate grievance form for each stage.

- Individual grievances and complaints shall not be discussed at any level other than that specified in this procedure except that, if the Union so desires, such cases may be put up for discussion at the Central Works Committee.
- Policy matters and their interpretation shall not be discussed at any level except with the top management. The Union, however, can take up such matters at the Central Works Committee.
- Representations for the redressal of grievances from employees to the various authorities either directly or through the Union, when their cases are pending with any Works Committee, are not conducive to the working of those committees. Hence, no representation will be entertained for discussion at any level of the management if the case is already referred to and pending with any Works Committee, until the same is either disposed of or withdrawn from the Works Committee.
- In exceptional cases, however, involving grievances of a number of workmen other than routine grievances or questions of principle or policy or any other important matter where immediate action is necessary, the Union may take up the case with the appropriate level of management. In cases of importance the President of the General Secretary of the Union may ask the management for a joint enquiry.

CONCLUSION

Grievances emerge out of the dissatisfaction of workers it may be as an individual or as a group. Grievances are the expressed complaints about working conditions and environment in which employee work. It is related with day to day work. Nature of grievance may be at individual or at group level, immediate attention and patient hearing from superior is required for amicable industrial relations. Effective grievance handling is an essential part of cultivating good

employee relations and running a fair, successful, and productive workplace. It is advisable to set up an effective grievance procedure in the organization. The procedure should be flexible enough to meet the requirements of the organization. It should be simple so that an average employee is able to understand it.

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