

# GRIEVANCE AND GRIEVANCE HANDLING

## MEANING OF GRIEVANCE

Grievance refers to any dissatisfaction or sense of injustice which is felt by an employee in relation to his pay, working conditions, leave, recoveries of dues or other aspects of employment. Broadly speaking, "a grievance is any level of dissatisfaction that adversely affects industrial relations and productivity." Grievance may sometimes be expressed and sometimes not. Even sometimes, it may not be valid also. The grievance arises when the employee feels that something's happening or going to happen unfair and unjust to him in the organization. Complaints affecting one or more individual workers in respect of their wage payments, overtime, leave, transfer, promotions, seniority, work assignment, and discharge would constitute grievance. Where the points at dispute are of general applicability or considerable magnitude, they will fall outside the scope of this procedure. However, some type of grievances may be beneficial for the organizations, as it may direct the attention of management towards improving the working conditions, incentive plans, leave plans etc. When grievances, generally, minor one are not expressed by the employees they just accumulate and lead to major conflicts inside the organization such as lockouts, strikes or any other collective disputes. Therefore, proper administration of grievance and grievance handling is necessary in an organization as unattended grievances may lead to frustration, low productivity, increase rate of absenteeism, feeling of discontent etc.

**Causes of Grievances:** Whatever be the causes of grievances, they fell under the following categories

### ***1. Concerning Working Conditions:-***

- i.** Unsafe and unpleasant working conditions.
- ii.** Inadequate toilet facilities, dirty toilets, etc.
- iii.** Non-availability of necessary raw material, tools and machines.
- iv.** Misfit between worker's ability and job.

### ***2. Concerning Management Policy and Practices:-***

- i.** Wage rate and its payment.
- ii.** Incentive.
- iii.** Seniority.
- iv.** Promotion.
- v.** Transfer.
- vi.** Fines, punishments and penalties.

### ***3. Concerning Violation of Rules and Regulations:-***

- i.** Organizational rules and regulations.
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- ii. Civic laws.
- iii. Past practices.
- iv. Procedure of collective bargaining.

#### **4. Concerning Personality Traits:-**

- i. Fault-finding attitude.
- ii. Over-ambitious.
- iii. Mental-tension.
- iv. Negative approach to life.
- v. Excessive ego feelings.

**Forms of Grievances:** There may be three forms of grievances in an industry such as-

**1. Factual:** When an employee is dissatisfied with his employment because of legitimate or genuine reasons such as violation of employment contract by the employers or unfulfilling of any other factual needs. The grievance is regarded as factual.

**2. Imaginary:** When an employee is dissatisfied with his employment because of a wrong perception, wrong attitude or wrong information, it gives rise to imaginary grievance. Though for such case the management is not liable but still the responsibility to resolve the problem rests with it.

**3. Disguised:** The dissatisfaction among employees in such case may be due to the reasons that are not known to the employees themselves. This dissatisfaction may be due to the pressure from other directions like family, friends, neighbors etc. The manager himself has to detect such grievances and resolve them through counseling the related employee.

**Effects of an Undressed Grievance:** If the grievances remain unidentified and thus undressed may have adverse effects such as:-

- 1. It reduces the quality and quantity of production.
- 2. Increases the wastage of material and thus the cost of production.
- 3. Increases the rate of absenteeism and rate of accidents at the work place.
- 4. It reduces the morale of employees and thus reduces the level of commitment and sincerity of work.
- 5. Indiscipline cases increases which gives rise to increase in supervision.
- 6. Increase in industrial conflicts.

#### **GRIEVANCE PROCEDURE:**

In an organization, employees facing problems must be listened carefully and provided with prompt responses. For this an effective grievance procedure must be followed by the institution. Grievance procedure helps employees to raise their concerns, if any, about their job with the management. The concerns may be related to their working conditions, wages, leaves, promotions etc. There is a specific procedure adopted by every institution. This procedure is made well known to all the employees and they raise their grievances according to that

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procedure only. Employees can use the procedure freely without any fear.

### **Need for Grievance Handling Procedure:**

1. Grievance procedure helps an organization to identify and the grievance, its nature and its causes.
2. It provides an organization with an established and well known method of processing grievances.
3. The procedure helps employees to show their feelings to the management. The problems which can't be solved by the first line managers can be easily resolved by it.
4. It helps the management to detect faults in working conditions and take corrective measures for their settlement.
5. It helps in increasing employees' morale and his productivity.
6. It helps in keeping a check on the employers if being biased against the workers, as their actions can be challenged by the employees.
7. It helps the management to know the feelings and opinions of their employees about the rules and regulation of the organization.
8. It provides uniformity in the grievance handling.
9. It helps in solving conflicts and disputes within an organization and thus strengthening good industrial relations.

**Steps followed in Grievance Handling Procedure:** To handle grievance in a systematic manner certain basic steps are followed as-:

### **Steps in Grievance Handling Procedure**

#### **1 Prompt Actions**

#### **2 Identification of the Problem**

#### **3 Defining Correctly**

#### **4 Collection of Facts**

#### **5 Analyzing and solving the cause of Grievance**

### **Implementation and Follow up**

**1. Prompt Actions:** The sooner the problems are solved, lesser the impact they have. So it's necessary to settle down the problem as soon as it arose. The first line manager must be trained to recognize and solve such problems promptly and properly.

**2. Identification of the Problem:** The supervisor has to identify the problem first, as every time the grievance expressed must not be legitimate, it's possible that the grievance expressed by the employees may be imaginary, emotional or vague.

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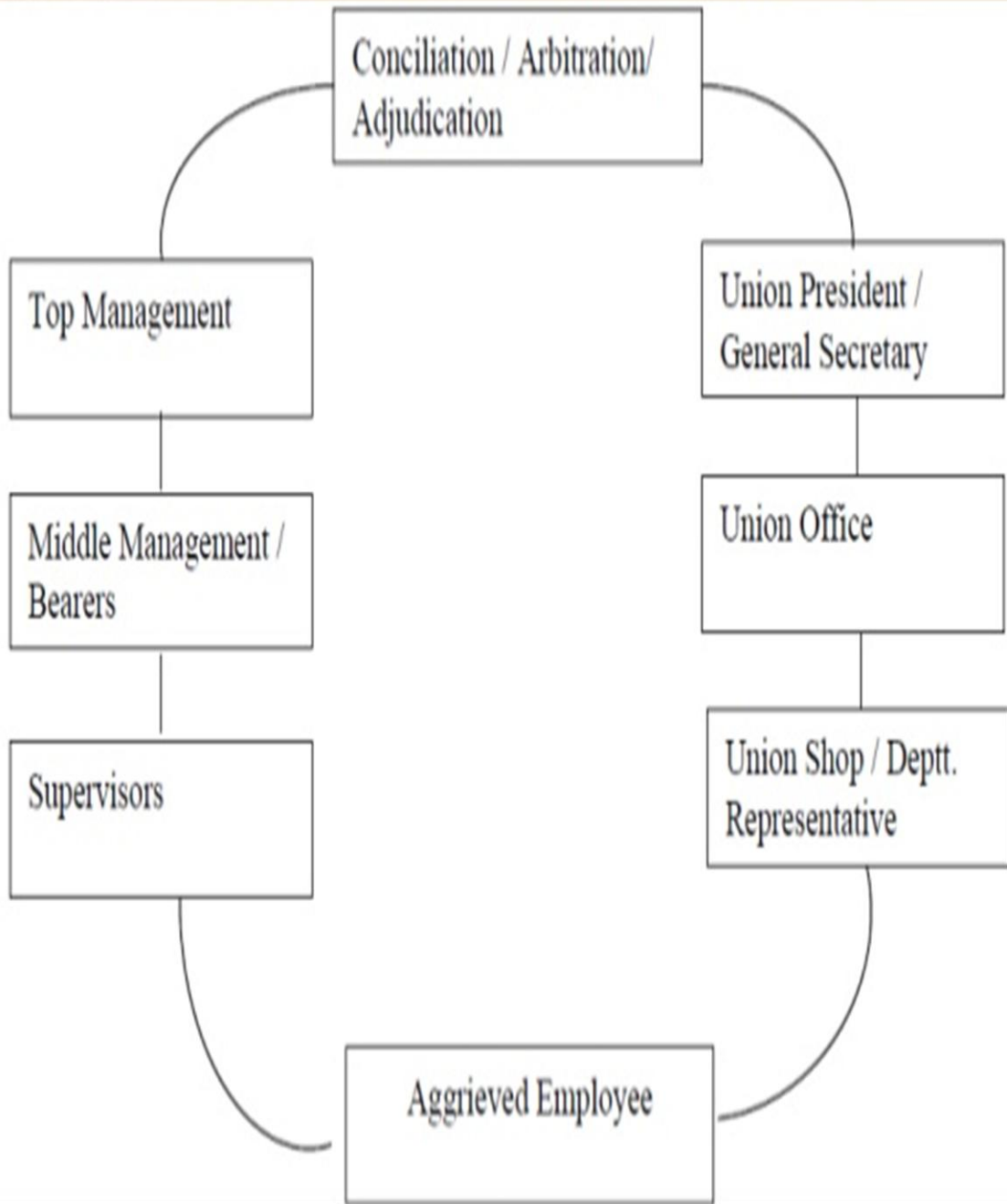
- 3. *Defining Correctly:*** The problem once identified must be defined properly and accurately by the management.
- 4. *Collection of Facts:*** Collection of relevant facts and data from all parties related to grievance is done under this step. The information thus collected is classified as facts, opinions and feelings to avoid distortion of the data.
- 5. *Analysing and solving the cause of Grievance:*** After collection of facts, the facts are analysed, to find out the real cause of grievance. Once the cause is identified, the alternative solutions to the problem are developed and the best one is selected, to settle the grievance and prevent its reoccurrence.
- 6. *Implementation and Follow up:*** The decision so selected is communicated to the employees and implemented immediately by the effective and efficient authority. After implementation the follow up must be done at every stage, to ensure effective and quick implementation.

### **Model Grievance Procedure**

- Stage V: Reference with 7 Days of Committee's decision
- Stage IV: Appeal to Management for Revision Communication of decision within 3 days
- Stage III: Recommendations within 7 days
- Stage II: Decision within 3 days
- Stage I: Answer to be given within 48 hour Conveys Verbally, Voluntary Arbitration, Committee of Union, Management Representatives, Manager, Grievance Committee, Departmental, Representatives, Head of the Department, Supervisor Departmental, Representatives, Foreman, Aggrieved Employee
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# Grievance Procedure



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**GRIEVANCE SETTLEMENT MACHINERY**

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