

MS-108 (Human Resource Management)

Unit- 18: Management of Grievances and Industrial Disputes

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Grievance defined

“A grievance is any discontent or dissatisfaction whether expressed or not, whether valid or not, arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable.”

Michael Jucius

Salient features of a Good Grievance Procedure

- Fairness
- Representatives
- Duration

Pre-requisites of a Grievance handling Procedure

- Legislation
- Clarity
- Short
- Speedy Resolution
- Skills
- Feedback

Elements of a grievance procedure

1. The proper channel for addressing the grievance is essential. The aggrieved shall know the steps in which s/he should address the complaint to the authorities.
2. The procedure should be simple. It should make prompt decision. If the procedure is vague it will lead to dissatisfaction and aggravation of the problem. It can result into unrest.
3. The steps should involve a definite period of resolving the issue. Each step should be time bound.

Objectives of Grievance Handling Procedure

1. Enables the employee to vent out his/her grievance and put it forward to his/her immediate boss. The idea is that the procedure enables him/her to share his/her problem.
2. It clarifies the nature of the grievance also.
3. The grievance procedure should handle the investigation of the problem and find out reasons for dissatisfaction.
4. The grievance procedure should be such that a speedy solution is given to the problem.
5. There should be a provision for adequate action.

Objectives of Grievance Handling Procedure (Continued)

6. In the event of unsuccessful resolution the grievance procedure should inform the employees about their right to proceed to the next level to attain justice and solution.
7. The employees are able to raise their concerns without any fear.
8. The procedure involves fair and speedy resolution for the aggrieved parties.
9. A good grievance procedure helps in curbing more serious disputes in the organization.
10. It saves time and money and helps in the overall development of an organization.

Causes of Grievances

- Wages/ Bonus
- Work Environment
- Supervision
- Organizational Changes
- Employee Relations
- Miscellaneous (Promotion, medical facility, safety, *etc.*)

Steps for tackling problems

- ❑ Setting a committee
- ❑ Provision of verifying the facts
- ❑ Notification of Grievance Processing

Industrial Dispute

According to Industrial Disputes Act, 1947 industrial dispute is defined as “any dispute or difference between employers and employees, or between employers and workmen, or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labour of any person.”

Characteristics of Industrial Disputes

- An industrial dispute is a collective dispute between employer and employees. Any dispute between two individuals like employer and employee shall not be deemed as dispute. Hence the issue of dispute shall be raised by collective employees.
- The parties to industrial dispute shall be related to each other either as employer or employee or workmen and workmen.
- The terms of employment like wages and salary, incentives and benefits, workloads, may be the cause of disagreements between employers and employees .

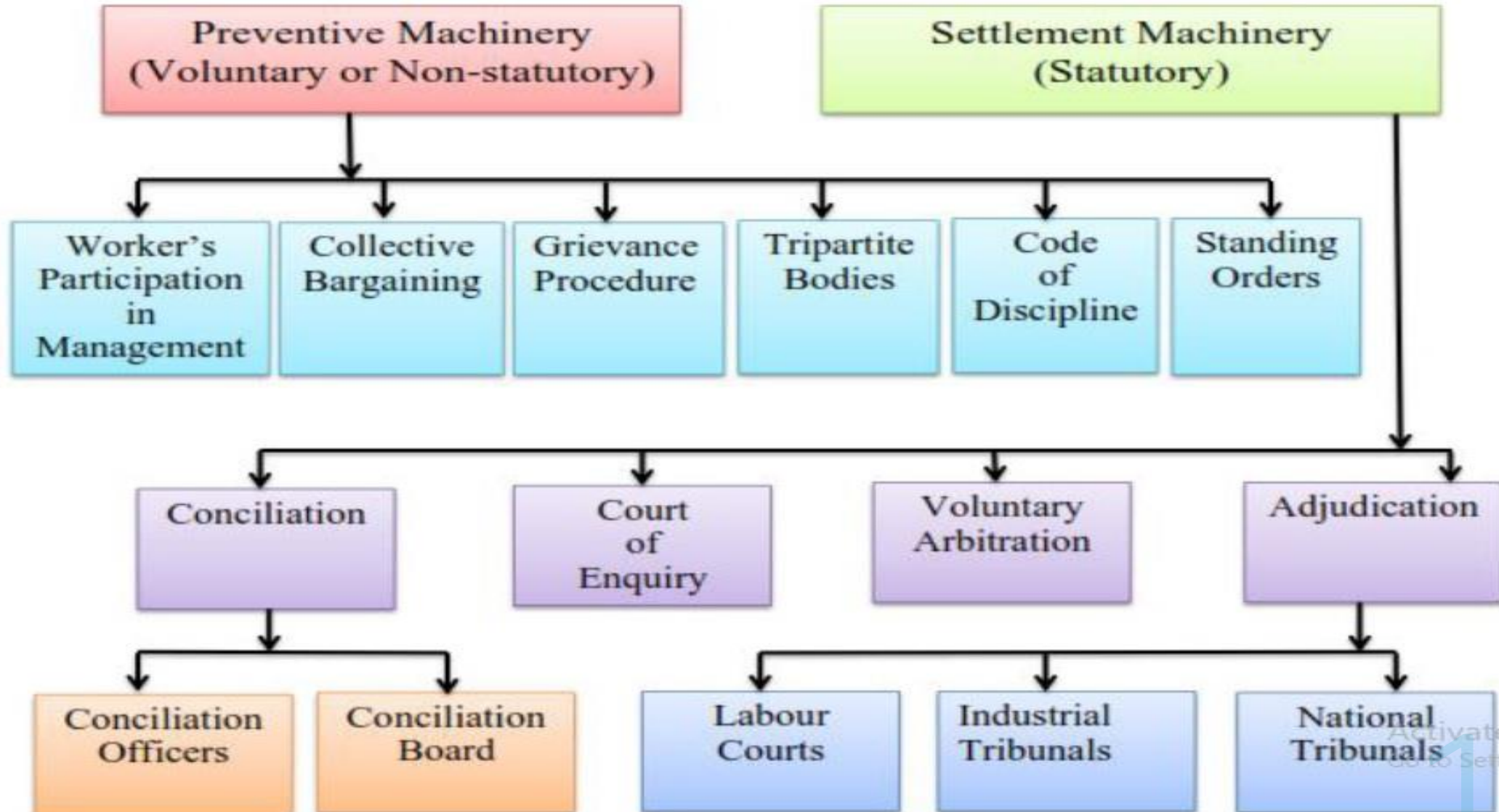
Objectives of Industrial Dispute Act 1947

- ❑ To preserve the peace and harmony of an industrial enterprise.
- ❑ To ensure better utilization of the available human resources by avoiding dispute-related manpower loss in the organization.
- ❑ To provide a mechanism for the resolution of industrial disputes and assure industrial justice, which is an essential element of enduring industrial peace.
- ❑ To avoid illegal strikes and lock-outs and the consequent disruption to work and also production and income losses.
- ❑ To offer financial relief to the employees in the event of a lay-off or retrenchment.
- ❑ To encourage collective bargaining as a dispute resolution forum.

Causes of Industrial Disputes

- Wage Demands
- Inter-Union Conflicts
- Political Interferences
- Unfair Labour Practices
- Pay and Benefits Hike
- Working Conditions
- Labour Welfare and Social Security
- Recognition and Appreciation

Settlement of Industrial Dispute



Reference

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Thank You!