

ASSIGNMENT

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Q1. Trade down the evolution of Industrial Relations in Indian Context. Explain the concept and approach of industrial relations. Critically evaluate the industrial relations scenario of any organisation you are familiar with. Discuss its advantages with example. Briefly describe the organisation you are referring to.

Ans. **INDUSTRIAL RELATIONS**

The concept of industrial relations means the relationship between employees and the management in the day-to day working of the industry. But the concept has the wide meaning. Industrial relations is a set of functional interdependence involving historical, economic, social, psychological, demographic, technological, occupational, political and legal variables". According to Dale Yader, "Industrial relations is a "whole field of relationships that exists because of the necessary collaboration of men and women in the employment process of an industry."

According to international labour organisations (ILO) "Industrial relations deal with either the relationship between the state and employees and workers organisations of the relation between the occupational organisations themselves".

The concept industrial relations has been extended to denote the relations of the state with employers, workers and their organisations. The subject therefore includes individual relations and joint consultation between employees and people at their work place. Collective relations between employees and their organisations and trade unions. They also refer to the part played by the state in regulating these relations. Thus we can say that industrial relations are complex of interrelations among workers, management and the government.

Objective of Industrial Relations

The primary objective of industrial relations is to maintain congenial relations between employees and the employer.

The other objectives are:-

- (i) To promote / develop congenial labour management relations.
- (ii) To enhance the economic status of the workers.
- (iii) To regulate the production by minimizing industrial conflict through state control.
- (iv) To socialize industries by making government as an employer.
- (v) To provide the opportunity to the workers to have a say in the management and decision making.
- (vi) To improve the strength of the workers with a view to solve their problems through mutual negotiations
- (vii) To encourage and develop trade unions in order to improve the workers strength.
- (viii) To avoid industrial conflicts and their consequences.
- (ix) To extend and maintain industrial democracy.

APPROACHES TO INDUSTRIAL RELATIONS

Different practitioners and theorists have perceived the industrial relations and their factors differently. Some have viewed it in terms of class conflict; some have viewed it as consequence of interaction of various factors both within an organisation and outside it. So several approaches have been developed to explain the dynamic of 'IR' they are :

- (a) Unitary Approach
- (b) System Approach
- (c) Pluralistic Approach
- (d) Marxist Approach
- (e) Strategic Management Approach.

Unitary Approach: The basic assumption in unitary approach is that everyone benefits when the focus is on common interest and promotion of harmony. Work place conflict is seen as a temporary aberration resulting from poor management of employees or the mismatch between employees and organisation culture. This approach has been criticized on the basis that it is manipulative and exploitative.

Systems Approach: This was developed by John Dunlop in 1958. He has presented a systematic theoretical orientation to the study of industrial relations. This approach has been more comprehensive. He is regarded as the father of industrial relations. According to Dunlop, industrial relation system is a distinctive subsystem of society on the same logical plane as an economic system. There are three sets of actors and their interrelationships which are central to understanding the IR system.

- (i) A hierarchy of managers
- (ii) A hierarchy of workers who are never without informal organisation even if they are not formally organized in a trade union.
- (iii) Specialised government agencies concerned with the relationship between workers and their organisations.

By mutual interactions these actors establish rules which govern the work place and the work community. This approach of IR has provided a much wider framework for developing IR strategy in organisations. However this approach has been criticised both in terms of conceptual framework as well as its application in practice.

Pluralistic approach: It says that an organisation is a coalition of interested groups headed by the top management which serves the long term needs of the organisation as a whole by paying due concern to all the interest groups, employees, shareholders, consumers and society. Labour and management have many conflicting interests, which are natural and necessary. Voluntary reconciliation is emphasised. The role of the state is quite limited which is its basic limitation. A society may be free but power distribution is not necessarily equal among competing forces. There were wide spread strikes in UK in 1960s and 1970s where this approach was evolved. Some kind of state intervention is compulsory.

MARXIST APPROACH

Like pluralistic approach this approach also treats labour and management conflict inevitable. This approach meant conflict inevitable. This approach says that conflict is the product of capitalist society which is based on classes. i.e labour and capital having essentially different interest. This approach negates the collective bargaining participation and cooperation and is in favour of use of coercive power such as gherao etc. by the workers against the management

STRATEGIC MANAGEMENT APPROACH:

It is comparatively new and developed in USA in 1980. It coincides with human resources management. This approach questions the relevance of trade unions and collective bargaining has given place to decentralised bargaining. There is more emphasis on cost-effectiveness, multi-skilling, flexible deployment and greater involvement of workers in improving productivity and performance. Unions are discouraged on the part of workers they realized the benefits of new system and started developing new skills rather than going through unionised activities to each more.

This approach is proactive rather than reactive like previous traditional approaches of IR.

IR IN INDIAN CONTEXT

There has been an acute necessity in India especially during the post independence period to industrialise the economy in order to tackle the multi faros socio economic problems. In the world socio economic problems in the words socio economic problems. In the words of pandit Jawaharlal Nehru the alternative is to remain in a backward under developed, poverty stricken and weak country. Hence, we cannot even retain our freedom without industrial growth. One of the main goals of the five year plans in India has been rapid industrialisation and more employment in secondary and tertiary industries. After independence the size of industrial labour increases remarkably due to rapid and planned industrial development of trade unions and various social groups. It was realized that concrete cooperation between labour and management is highly essential to fulfil the individual organisational and national goals. Social justice and welfare of manner can function effectively only in an atmosphere of industrial peace.

EXAMPLE

TISCO JAMSHEDPUR

Industrial relation at Tisco has been congenial since its inception in 1907. It has more than 70000 employees and only one union. TATA workers union. Industrial relations at TISCO have following agendas.

- (i) A realistic and general understanding and acceptance of the employees needs and rights.
- (ii) Awareness of social responsibility of industry.
- (iii) Providing adequate wages, good working conditions, job security, effective machinery for speedy redressal of grievances, suitable opportunity for promotion and self development.
- (iv) Promoting feelings of trust and loyalty through a human and purposeful awareness of their needs and aspirations.
- (v) Creating a sense of belongingness and team spirit through their closer relationship with management at various levels.

TISCO has a reputation in the country of cordial industrial relations which is the envy of other organisations. The TATA workers union is only recognised union in Jamshedpur has excellent relationship with management.

Q2. Explain the development of trade unions in India. Describe the functions of trade unions in an organisational set up.

Critically evaluate the changing role and relevance of Trade unions in this era of globalisation in an organisation you are familiar with. Briefly describe the organisation you are referring to

Ans. **TRADE UNIONS IN INDIA**

Trade union movement in India like any other industrialised society has long history. Trade union activities started in India with formation of Bombay Mills Hands Association in 1890. This was followed by formation of trade unions in places like Calcutta and Chennai. All these unions aimed at promoting welfare activities for workers, spreading literacy among them and reducing their grievances by legal methods. The leadership to these unions was provided by mostly social reformers and politicians.

During the First World War and immediately afterwards certain events like Russian revolution, setting of ILO in 1919 and swaraj movement etc facilitated the trade union movement which led to the formation of (AITUC). All India trade union congress in 1926 Trade Union Act was enacted to provide legal status to union activities and registration of union under the Act. During late 1920s, ideological difference among top union leaders started emerging on political lines and many leaders left AITUC and formed National Trade Union Federation. During World War II trade union activities were lying low. In the post war period, the political leaders were busy to political activities and trade union activities suffered. After independence growth of trade unions followed the pattern of development of political parties. Thus congress party formed the Indian National Trade Union Congress (INTUC) in 1947 and Praja socialist party formed Hind Majdoor sabha in 1948. Communication party of India took over the control of AITUC presently active central trade unions are as follows:

1. INTUC- congress party
2. AITUC- communist party
3. CITU- CPI(M) (centre of Indian trade union)
4. Bharatiya Majdoor Sabha- BJP
5. Hind Majdoor sangh- Former Praja socialist party

Besides there are other central trade unions such as United Trade Union Congress (UTUC) Natinal Labour Organization (NLO). Trade Union coordination centre (TUCC) and NFITV National Front of Indian TradeUnions. The government of India has recognised only those central unions having at least presence in four states and four industries.

FUNCTIONS AND ROLE OF TRADE UNIONS

The basic function of trade unions is to protect and promote the interest of the workers and conditions of their employment.

The other factors are:

- 1 Achieving higher wages and better working and living conditions for the members.
- 2 Acquiring the control of industry by workers
- 3 Minimising the helplessness of the individual's workers by making them stand collectively and increasing their resistance power through collective bargaining.
- 4 Protecting the members against victimisation and injustice of employees
- 5 Raising the status of employees as partners of the industry and citizen of society by demanding increasing share for the workers in the management.
- 6 Providing worker self-confidence and feeling that he is not simply a cog in the machine.

CHANGING ROLE AND RELEVANCE OF TRADE UNIONS

A major trend witnessed these days is the change in the attitude of unions towards management, industry, government and the economy. Unions are becoming increasing matured, responsive and realistic in their thinking and action. Gone are the days of cat calls strikes, bandhs gherao and violence.

Unions are reconciled to economic reforms, there accent is on opposing the adverse impacts of reforms and not the reforms per se. discussion among trade unions circles now days is an issues like production, total quality management, technology, competition, MNC, exports and the like. Major unions like that of the telecom employees for examples, are online with the corporation's plans of the displacement.

Depoliticisation of unions is another trend witnessed these days. It is well known, that the federations of the unions are affiliated to one political party or the other. Many leading companies such as Telco, Philips, Voltas, Siemens, Hindustan Unilever, Blue star, Pfizer, Tomco, Hoechst, and the like have unions but are not affected by political parties.

EXAMPLES:

The Philips Employees union successfully stalled the entry of the tatas into the company, when the Philips management allegedly offered the Tatas a part of their right-cum-preferential issue at an unusually low premium, the union demanded that it should be allowed to examine the agreement and successfully moved the Bombay High court in

settling the issue.

Workers union in our country are highly fragmented and the consequence has been the multiplicity of unions. Multiplicity is caused by ideological rifts, personal ambitions of leaders, craft divisions among workers and managements own Myopia. The number of unions in some organisations is really mind blowing. The Bocaro steel plant has 68 of them, SAIL has 240 unions and the Delhi Transport Corporation (DTC) has 50 unions.

The multiplicity of unions weakens the bargaining strength of employees. The management's position is no better. The futility of multiple unions is being realised by the government and workers. The government proposed to amend the Trade Union Act 1926 to prescribe minimum strength for the formation of a union as 100 or 10% of the total staff, whichever is less. Another development is that the unions are now being formed on the basis of religion and caste. One of the defects of the trade unions movements in our country has been the phenomenon of outside leadership. Individuals who were not connected with a factory would assume the leadership mantle of the union. This provision is in trade union Act 1926.

The membership of central trade unions, which peaked during the post Nationalisation years, has started waning. For example, the membership of INTUC which claimed to have enjoyed strength of 54.35 Lakh in 1989 has slipped by 30000 in 1993. Same in the state of CITU.

One of the reasons for this trend is the gradual realisation on the part of the workers, who are young and well educated, that the independent unions are more advantageous than all India federations. Thus trade unions are at the cross roads, their membership is declining, their political support is waning, public sympathy is receding, their relevance itself is at stake.

The trend, particularly that of declining membership of the unions, is universal, fewer than America's 11% of workers are unionised (private sector). A percentage that has been falling for four decades. French and Australian union membership too, fell in 1980s same is the case with Japan.

Q3. Explain the Concept and function of collective bargaining. Briefly discuss the conditions necessary for success of Collective Bargaining. Describe the incidents of collective bargaining you have come across or know of in your organisation or any organisation you are familiar with. Briefly describe the organisation you are referring to.

Ans. The phrase "Collective Bargaining" is coined by Sydney and Beatrice Webb. According to them collective bargaining is a method by which trade unions protect and improve the conditions of their members working lives. According to Encyclopaedia of social sciences, "Collective Bargaining is a process of discussion and negotiation between two parties, one or both of whom is a group of persons acting in consent. More specifically, collective bargaining is a procedure by which employees and agrees upon the conditions of work.

The main characteristics of collective Bargaining are as follows:-

- (i) It is a group action as opposed to individual action and is initialised through the representatives of workers.
- (ii) It is flexible and mobile, and fixed or static.
- (iii) It is a two way process – It is a mutual "Give and Take" rather than a "Take –it- or-leave" of arriving at the settlement of a dispute.
- (iv) Collective Bargaining is a continuous process
- (v) It is dynamic and not stable or static.
- (vi) It is industrial democracy at work
- (vii) Collective bargaining is not a competitive process but it is essentially a complementary process.

Collective Bargaining has emerged throughout the world, particularly in democratic countries as a major institutional mechanism for the resolution of conflict of interests between labour and management. It is a process in which management and employee representatives meet and negotiate the terms and conditions of employment for mutual benefits.

FUNCTIONS OF COLLECTIVE BARGAINING

Collective Bargaining plays an important role in preventing industrial disputes, settling these disputes and maintaining industrial peace by following functions:-

- (i) Increase the economic strength of employees and management.
- (ii) Establish uniform conditions of employment
- (iii) Secure a prompt and fair redressal of grievances
- (iv) Lay down fair rates of wages and other norms of working conditions.
- (v) Achieve an efficient functioning of the organisation.
- (vi) Prompt the stability and prosperity of the company

- (vii) It provides a method of the regulation of the conditions of employment of those who are directly concerned about them.
- (viii) It provides a solution to the problem of sickness in the industry and ensures old age pension benefits and other fringe benefits.
- (ix) It creates new and varied procedure for the solutions of problems as and when they arise. Since basic standards are laid down, the employee is assured that he will be required to work under the stipulated conditions incorporated in the agreement.
- (x) It provides a flexible means of adjustment of wages and employment conditions to economic and technological changes in the industry.
- (xi) As a vehicle of industrial peace, collective bargaining is most important and significant aspect of labour-management relationship and extends the democratic principle from the political to industrial field.
- (xii) It builds-up a system of industrial jurisprudence by introducing civil rights in the industry. In other words, it ensures that the management is conducted by the rules rather than by arbitrary decisions.

CONDITIONS FOR THE SUCCESS OF COLLECTIVE BARGAINING

Collective Bargaining is a joint decision making process by employers and employees. Therefore its effectiveness depends on their attitude and relevant environment in which collective bargaining takes place. If these factors are conducive, collective bargaining may be a good mechanism for preventing the emergency of industrial disputes.

1. Bargaining power of two parties should be relatively equal and should be exercised responsibly and discrimination.
2. Principles of free consultation and free enterprise should be accepted by both parties.
3. The willing acceptance of the management to recognise representative union for this purpose.
4. Both the parties must have mutual confidence, good faith and a desire to make collective bargaining machinery a success.
5. An emphasis upon problem solving approach and de-emphasis upon excessive legalism.
6. Dispose off the issues in the same meeting and minimise pending of items.
7. Desire of the management to settle the issues to the satisfaction of employees. This does not mean that the management must relinquish its right to direct the company or that it must accede to all union demands.
8. Union must understand the economic implication of collective bargaining and realise that union demands must adhere to income and resources of the organisation.
9. Both the parties must respect the rights and responsibilities of each others.
10. Avoidance of unfair practices.
11. There must be unanimity among the workers.
12. Attitude of parties should be positive. Intension should be to find better solutions.
13. Approach of give and take rather than accept or leave is always a prerequisite for successful collective bargaining.
14. Parties should observe and follow the terms and conditions of previous agreements. They should be implemented first.
15. The representation of both the parties should fully considered and be clear about the problems and their implications.
16. The workers can make use of collective Bargaining process to achieve participative management and good working conditions. They should not confine collective bargaining for mere monetary benefits.

EXAMPLE

try as a whole. The major reason for this phenomenon has been the lack of conducive climate and rigid stands adopted by both management and unions. In fact in many cases, these stands have been responsible for major debacle in the country.

The rigid stand taken by trade unions in late 1960s and early 1970s has wrecked the back bone of industries in West Bengal. The prolonged strike in textile industry in Bombay in 1980s destroyed the entire industry. At the global level also approach has started weakening. Strategic management approach of industrial relation which has been adopted to face threats imposed by fast changing environment has put a (?) question mark on the utility of collective bargaining as a means for determining employment conditions. Another major reason for its decline is growing competition in the market. Decline in trade union membership. Unfavourable public opinion, emergence of decentralised bargaining and preference of employers and employees for individualized career and compensation plan.

At Alwer factory of Eicher limited, manufacturing tractors, the union has given its consent for the removal of collective bargaining for settling differences between management and workers. They believe that this process involves lot of politicking and is time consuming. The union and management have also agreed that union would not resort to strike in defence of its demands. Instead the differences between the two parties will be resolved through other methods of participative management. The management has also agreed to take care of the workers interests to the maximum possible level. The workers now feel assured of fair treatment not only for their wages but also other aspects of their work too. The company has adopted a work climate more conducive with openness, empowerment and participation at every level. The workers require lesser amount of supervision as compared to earlier situation. There is more trust, mutual understanding and transparency. The productivity of the workers has gone up so their earnings and other benefits have also improved.

Q4. Explain the historical development of workers participation in management (WPM), Describe how workers participation in management is useful for development of the organisation. Explain with an example from an organisation you are familiar with. Briefly describe the organisation you are referring to.

Ans. **HISTORICAL PERSPECTIVE**

The Industrial Disputes Act 1949 provides for setting up of work committees as a scheme of workers participation in management which consist of representatives of employees and employers. The provides for there bodies in every undertaking employing 100 or more workmen. The aim of these bodies was to provide and promote measures for maintaining harmonious relations in the work place and to sort out the differences of opinion in respect of matters of common interest to employees and employers.

The Bombay Industrial Act 1946 also provides for work committees, but under the provision of this Act, they can be setup in units which have a recognised union and they are called joint committees. The workers directly elect their representatives where there is no union.

JOINT MANAGEMENT COUNCILS

The second five year plan recommended the setting up of joint councils of management consisting of representatives of workers and the management. The Government of India deputed a study group in 1957 to study the schemes of workers participation in countries like UK, France, Belgium and Yugoslavia. The report of the study group was considered by the Indian Labour Conference (ILC) in its 15th session in 1957 and it made certain recommendations.

(i) The workers participation in management scheme should be set up in a selected undertaking on a voluntary basis.

(ii) A sub-committee consisting of the representative of employers, workers and government should be set up for considering the details of workers participation in management scheme would be introduced in the first stage on an experimental basis.

Workers Participation in Management Scheme 1975.

Government of India on 30th October, 1975 announced a scheme of workers participation in management which consisted of establishment of joint councils and shop councils in manufacturing and mining industries employing 500 or more employees in public private and co-operative sectors. The scheme was implemented by the major units of the central and state governments. The government enlarged the functions of the joint council in 1976. The joint councils are for the whole unit and its membership remains confined to those who are actually engaged in the organisation. The tenure of the joint councils for two years.

The shop council represents each department or a shop in a unit. Each shop council consist of equal number of representatives of workers and employers. The decisions of a shop council which have a bearing on another shop will be referred to the joint council for consideration and approval.

Number of public sector units implemented or initiated action of implementing the joint councils increased from 472 in 1976 to 545 in 1978. A committee on workers participation in management and equity was appointed by the government in 1977, to study all the issues related to participative management. The committee after its depth study suggested the outline of a comprehensive scheme and came to conclusions on matters like the nature, structure, levels of participation and their function which may form part of a scheme to participative management. Though this scheme was landed by with great fanfare, it has not been effective in its working. Owing to the same problem from which the joint management councils have been suffering. There is clean absence of commitment on the part of both employers and employees.

USEFULNESS OF WORKERS PARTICIPATION IN DEVELOP OF ORGANISATION

The concept of workers participation in management (WPM) is considered as a mechanism where workers have a say in the decision making process of enterprises formally. The concept of quality circles (QC) provides informed involvement

of employees in decision making and implementation process.

The worker's participation realizes the concept of industrial democracy and indicates an attempt on the part of an employed to build his employees into a team which work towards the realization of common objective.

According to Davis, "it is a mental and emotional involvement of a person in a group situation which encourages him to contribute to goals and shares responsibilities in them.

Worker's participation in management, as indicated above is mostly through workers. Therefore, it has certain objectives which extend beyond the participation management based on individual participation. There objectives are as follows:

1. ESTABLISHMENT OF INDUSTRIAL DEMOCRACY

Workers participation attempts at establishment of industrial democracy, in a democracy society industrial democracy is an important as political democracy. Through the political democratic citizens of a country express themselves through there elected representatives, in the same way workers should have some kind of mechanism through which they can raise their voices at lest on those issues which affect their lives. Worker's participation in management provides avenues for there.

The participation may be at different levels of management

2. DEVELOPMENT OF GOOD INDUSTRIAL RELATIONS

An industrial relations system involves three parties while management workers and government. While management and workers are direct parties, government provides indirect role in the form of providing legal frame work. The prerequisite for good industrial relations is that both workers and management settle their difference through mutual consultations and decisions.

3. CONTROL OVER EXTERNAL INTERFERENCE

In a social system external interference is required if the system does not work as envisaged. In the same way, if the industrial relations system does not work properly it is prone to external interferences. It may from the government or the society at large. An effective workers participation in management ensures that such external interference is not applied.

4. STIMULUS FOR PRODUCTIVITY:

Workers participation in management stimulates workers for higher productivity. This worker in two ways. First if workers are involved in decision making process, they perceive that decision outcomes are their own and not externally imposed. Own decision have better implement ability as compared to imported ones. The workers have higher level of enthusiasm and motivation to implement their own decision. Secondly in the joint decision making process, workers and their representatives may provide more relevant information on the issues concerning them. Then quality of decisions is better. All these help in stimulating workers for increased productivity.

5. INCREASED SELF-RESPECT

Decisions through workers- participation are based on the principle of equality where as unilateral decisions by management on the issues affecting workers are based on the principles of master-servant relationship. The old master – servant concept is no longer valid in the pressure society but is has been replaced by the principles of equality. Workers of today are known as associates who have right to make decisions. They are no more servants. Such a sight to workers crates the feeling of dignity and self respect.

All these objectives if fulfilled lay proper implementation of workers participation in management, affect the organization, workers and the society positively.

Example:

HINDUSTAN ORGANIC CHEMICAL (HOC) HOC is premier public sector enterprise credited with the scientific development of the country. Like most PSUs the firm has adopted the three –tier workers participation system operates through shop-councils, joint councils, joint councils and work directors.

SHOP COUNCILS:

Shop council has equal representation from management and workers. Management is representatives are nominated by the management fro the personnel concerned with the shops and one of them acts as chairman. Workers representative are nominated by the recognized trade unions. Decisions are made on the basis of consensus. Unsettled issues are referred to joint councils. The decisions of the shop councils are implemented with in one month- unless specified other wise.

JOINT COUNCILS: they also have equal representation from workers and management the chief executive of HOC is its chairman. The council meets at least once in three months major issues discussed are

- 1 production efficiency
- 2 training and skill development
- 3 schedules for working hours and holidays

4 reward health issues etc.

WORKER DIRECTOR:

AT HOC THE SCHEME of worker Director was implemented in 1974. Under this scheme a worker director is appointed from the workers for two years. The trade union suggests a panel of three names from among the workers who satisfy the prescribed conditions and qualifications laid down by the Administration Reforms commission (ARC) on public sector undertakings. Out of these three names, the central government nominates one worker as director the worker director participation in the deliberations of Board of Directors like any other director and draws fees and allowances as admissible to non-executive directors.

5. Explain the various approaches to grievance resolution. Describe the mechanism and procedure of grievance handling in any organization you are familiar with. Also highlight pitfalls in grievance handling. Briefly describe the organization you are referring to.

Ans. The concept 'grievance' has been defined in several ways by different authorities. According to Beach- "Any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the notice of the management. According to Filippo, "grievance is type of discontent which must always be expressed. A grievance is usually more formal than a complaint. It must grow out of something connected with company operations and policy. It must involve an interpretation or application of the provisions of the labour contract".

Most grievances seriously disturb the employees this may affect their moral, productivity and their willingness to cooperate with the administration. If an explosive situation develops, this can be promptly attended to if a grievance handling procedure is already in existence.

Grievance also serves as a check on the arbitrary actions of the management. And most importantly it serves as an outlet to workers discontent, frustration and gripes. It acts like a pressure valve on a steam boiler. The employees are entitled to legislative, executive and judicial protection from the grievance redressal procedure.

Employers may also have grievance against employees. Grievance is a state of dissatisfaction over some issues related to employment. Generally, expression of this dissatisfaction in oral form is known as complaint, while in written form, it is known as grievance.

National commission on labour of India has taken the view that "Complaints affecting one or more individual workers in respect of wage payment, over time, leave, transfer, promotion seniority, work assignment and other discharge constitute grievances".

Based on the above definitions we may derive that:

- (i) Grievance is feeling of an employee that an injustice has been done to him.
- (ii) The feeling may be unvoiced or expressly stated by the employee may be valid and legitimate, or untrue and may arise out of something connected with the work of the organisation.

When employees have grievance and there are not redressed properly, there result into frustration, discontent, indifference to worker. Poor morale, and low productivity accumulated grievances among employees may lead to turmoil in the organisation.

APPROACHES TO GRIEVANCE RESOLUTION

Basically there are two sets of approaches to resolution of the grievance of the employee.

Reactive approaches

Proactive approaches

In the reactive approach, a particular grievance gets redressed but its underlying causes continue to exist. A grievance is often just a symptom of underlying problem. Unless this problem is overcome, redressal of grievance may be a temporary solution.

In contrary to reactive approach, there is proactive approach for grievance Redressal helps the management to take actions for modifying those factors that are responsible for the emergence of grievances. It is often said that, "a good management redresses grievances as they arise excellent management anticipates them and prevents them from arising. For adopting proactive approach to grievance management it is essential to identify the nature of grievances and underlying factors. The management can go through following methods for identifying grievance. They are:

- (i) Exit interview
- (ii) Grievance Box system
- (iii) Opinion surveys and
- (iv) Outdoor policy.

Exit Interview

An employee may leave the organisation either because of his dissatisfaction with the organisation or because

of greener pasture somewhere else. Exit interview can elicit important information about various aspects of the organisational functioning relevant to employees. Information elicited by the existing employees is very valuable. As they will be frank and can express themselves freely.

Grip Box system.

On the pattern of suggestion box system, the management can use grip box system to collect information about grievances from the employees. The employees may be encouraged to drop anonymous complaints as they may develop a feeling that their identity for reporting complaints may invite victimisation especially when the complaints relate to management or supervision styles and other personal matters. This method is more appropriate in those organisations when there is lack of trust and understanding between employees and their supervisors.

Opinion Surveys

Opinion surveys, conducted periodically on the employee related issues, provided relevant information about the state of grievances among them. Such surveys may be in the form of morale survey, attitude survey, job satisfaction survey and grievance survey or a more comprehensive survey including all the above aspects. These surveys encourage the employees to express their views more openly as these are conducted by persons who are not the supervisors of the employees. Further employees identity is not disclosed. Alternative to formal surveys may be group meetings periodical interviews, collective bargaining sessions and formal get together through which the information about the current state of grievances may be collected.

Open door Policy

Open door policy implies that the employees are invited to discuss their problems freely and frankly at any time or drop their complaints to the relevant managers' rooms at any time. The basic objective of an open door policy is to encourage upward communication. However open door policy works effectively when the managers develop positive approach and keep their doors open physically and psychologically. In large organisations, open door policy is practised frequently at different levels of management.

Example: Government of India

MECHANISM AND PROCEDURE OF GRIEVANCE HANDLING:-

The government of India has formulated a grievance handling procedure in 1958, it is voluntary and the individual organisations can adopt this as it is the basic objective this model is to provide speedy redressal of grievances and to have uniform practices in the industry.

While adaptations have to be made to meet special circumstances such as in defence organisations, the railways, and small undertakings employing a small number of workmen. The procedure normally envisaged in handling the grievances should be as follows.

1. An aggrieved employee shall first present his grievance verbally in person to the officer designated by the management for this purpose. An answer will be given to him in 48 hours of the presentation of the complaint.
2. If the employee is not satisfied with the decision of the officer or fails to receive answer within stipulated period, he will present his grievance to HOD designated by management for the purpose of handling grievances to HOD designated by management for the purpose of handling grievance. The HOD will give his decision in grievance or the reason for delay is to be recorded duly.
3. If not satisfied again the aggrieved worker may request the forwarding of his grievance to the grievance committee. The committee will make its recommendation within 7 days of worker's request or reason for delay should be recorded duly. The recommendations of the committee will be implemented by the management. The final decision of the management will be communicated to worker within 3 days of receiving of grievance committee's recommendations.
4. The worker has right to appeal to management for revision of decision if he is unsatisfied with the decision. Hence he can take help of union. The management takes decision within a week of the presentation of worker's revision petition.
5. If no agreement is possible the union and the management may refer to the grievance the voluntary arbitration within a week from the date of receipt by the workers of the management's decision.
6. If the final decision of the top management is not acceptable to the worker and all the steps have been exhausted, the grievance shall be presumed to assume the form of a dispute and formal conciliation machinery shall intervene