

# EMPLOYEE WELFARE

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## Chapter 6

- The term 'Employee welfare' refers to various social benefits and facilities offered to employees by the employer. Welfare measures, whether mandated by law or undertaken by the employer voluntarily, would serve the following purposes:

## Objectives of labour welfare.

- Enables workers to lead a richer and more satisfying life
- Improves the physical and psychological health of workers
- Absorbs the shocks injected by industrialisation and urbanisation
- Promotes a sense of belongingness among workers
- Acts as a deterrent against social evils like drinking, gambling etc.

## Agencies for welfare work

### Central government

- Canteens, crèches, rest rooms, washing facilities etc.
- Various
- Pieces of labour legislation
- Statutory welfare funds for housing, educational, recreational
- And medical facilities
- Labour welfare officers to ensure justice to workers

### State governments

- Statutory welfare funds
- Labour welfare centres
- Medical, educational, recreational facilities

## **Employers**

- Hospitals, health centres, dispensaries to workers
- Family planning clinics
- Credit societies, gymnasiums, clubs, crèches
- Canteens, schools, recreational centres

## **Trade unions**

- Running schools, libraries, sports centres, cooperatives, societies, Recreation centres, legal cells, labour journals, cultural centres

## Types of Welfare Facilities

- Welfare facilities could be classified into two categories: Intramural (provided within the establishment) and Extramural (undertaken outside the establishment).

### Intramural and Extramural welfare measures ILO

Intramural	Extramural
<ul style="list-style-type: none"> <li>❖ Drinking water</li> <li>❖ Toilets</li> <li>❖ Crèches</li> <li>❖ Washing and bathing facilities</li> <li>❖ Rest shelters</li> <li>❖ Uniforms and protective clothing</li> <li>❖ Recreation facilities</li> <li>❖ Canteens</li> <li>❖ Subsidised food</li> <li>❖ Medical aid</li> </ul>	<ul style="list-style-type: none"> <li>❖ Housing</li> <li>❖ Education facilities</li> <li>❖ Maternity benefits</li> <li>❖ Transportation</li> <li>❖ Sports facilities</li> <li>❖ Leave travel</li> <li>❖ Vocational training</li> <li>❖ Holiday homes</li> <li>❖ Cooperative stores</li> <li>❖ Fairprice shops</li> <li>❖ Social insurance</li> </ul>

# Types of Welfare Facilities

## Measures undertaken by Employers in India

- ❖ Education
- ❖ Housing
- ❖ Transportation
- ❖ Recreation
- ❖ Other facilities
  - ❖ Canteens, rest rooms, lunch rooms
  - ❖ Washing facilities, medical aid, leave travel concessions
  - ❖ Consumer cooperative societies

## Statutory Provisions

- A. The Factories Act
- B. The Plantation Labour Act
- C. The Mines Act
- D. The Motor Transport Workers Act
- E. The Contract Labour Act



# Labour Welfare Officer

Usually appointed whenever the number of employees in a plant exceeds 500 (300 as per the Plantation Act) to perform the following duties and responsibilities:

- ❖ Advisory
- ❖ Service oriented
- ❖ Supervisory
- ❖ Functional
- ❖ Policing
- ❖ Mediation

# EMPLOYEE GRIEVANCES AND DISCIPLINE

- When an employee feels that something is unfair in organization, he is said to have a grievance. To be precise, grievances have certain common features

## Features of the term “grievance”

- Perceived non fulfilment of one's expectations lead dissatisfaction with any aspect of the organisation.
- The dissatisfaction arises out of employment and not to personal or family problems
- The reasons could be real or imaginary or disguised
- The discontent may be voiced or unvoiced

# EMPLOYEE GRIEVANCES

## Causes

- Economic
- Work environment
- Supervision
- Work group
- Miscellaneous

## Effects

If grievances are not identified and redressed properly, they adversely affect the workers, managers and the organisation.

- Production
  - Employees
  - Managers
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## Grievance Procedure

- It is a formal channel of communication used to redress grievances. Having a formal grievance procedure has its own advantages. Workers get a wonderful opportunity to ventilate their feelings. Management can go back to the roots of a problem quickly. Supervisors, too, have to be in line and listen to workers' complaints more seriously. A fair redressal mechanism would boost the morale of employees greatly.

## The discovery of grievances

- The success of a grievance procedure, to a large extent, depends on the various ways adopted to dig out the problem:

## How to uncover grievances?

- Observation
- A formal grievance procedure
- Gripe boxes
- Open door policy
- Exit interviews
- Opinion surveys

# Prerequisites of a grievance procedure

- Conformity with statutory provisions
- Unambiguity
- Simplicity
- Promptness
- Training
- Follow up

## Steps in the grievance procedure

- Identify grievances
- Define correctly
- Collect data
- Analyse and solve
- Prompt redressal
- Implement and follow up



## Model Grievance Procedure

- The model grievance procedure suggested by the National Commission on Labour involves six successive time-bound steps each leading to the next, in case employees have any reason to complain against an issue affecting their organisational lives.



## Model grievance procedure

Procedure	Time Frame
Appeal against within a week	
↑	
Manager	3 days
↑	
Grievance Committee	7 days unanimous
↑	
HOD	3 days
↑	
Supervisor	48 hours
↑	
Foreman	
↑	
Worker	

## Grievance Procedure

Guidelines for handling grievances

- Treat each case as important and get the grievance in writing
- Talk to the employee directly
- Discuss in a private place
- Handle each case within a time frame
- Examine company provisions in each case
- Get all relevant facts
- Control your emotions
- Maintain proper records
- Be proactive, if possible.

## Discipline

- In a restricted sense, it is the act of imposing penal wrong behaviour (negative); broadly speaking, it is condition of orderliness, where employees willingly practice self control and respect organisational rules codes of conduct (positive). The differences between two sides of the same coin could be expressed thus



## The differences between positive and negative discipline

Point	Negative Discipline	Positive Discipline
Concept	It is adherence to established norms and regulations, out of fear of punishment.	It is the creation of a conducive environment in an organisation so that employees willingly conform to the established norms.
Conflict	Employees do not perceive the corporate goals as their own.	There is no conflict between individual and organisational goals.
Supervision	Requires intense supervisory control to prevent employees from going off the track.	Employees exercise self control to achieve organisational objectives.



## Common disciplinary problems

### Attendance-related problem

- ❖ Unexcused absence
- ❖ Chronic absenteeism
- ❖ Leaving without permission
- ❖ Excessive tardiness

### Dishonesty and related problems

- ❖ Theft, unsafe acts
- ❖ Falsifying employment application
- ❖ Wilfully damaging factory assets
- ❖ Falsifying work records

### Performance related problems

- ❖ Failure to complete assigned work
- ❖ Producing substandard products
- ❖ Failure to meet production norms

### Off the Job behaviour problem

- ❖ Insubordination
- ❖ Smoking
- ❖ Fighting with colleagues
- ❖ Gambling, betting
- ❖ Carelessness
- ❖ Sleeping while at work
- ❖ Using abusive language against colleagues
- ❖ Sexual harassment
- ❖ Accepting bribes, gifts

## Causes of Indiscipline

- Absence of effective leadership
- Unfair management practices
- Communication barriers
- Non-uniform disciplinary action
- Divide and rule policies
- Inadequate attention to personnel problems

## Positive Discipline Approach

- The positive discipline, based upon reminders, is a cooperative discipline approach where employees accept responsibility for the desired behavioural change. The focus is on coping with the unsatisfactory performance and dissatisfactions of employees before the problem become major.



## Steps in positive discipline approach

**Step 1: An Oral Reminder:** Notice here that the word was removed. The oral reminder, supported by written documentation, serves as the initial formal phase of the process to identify employee work problems he or she is having. This reminder is designed to identify what is causing the problem and attempt to correct it before it becomes larger.

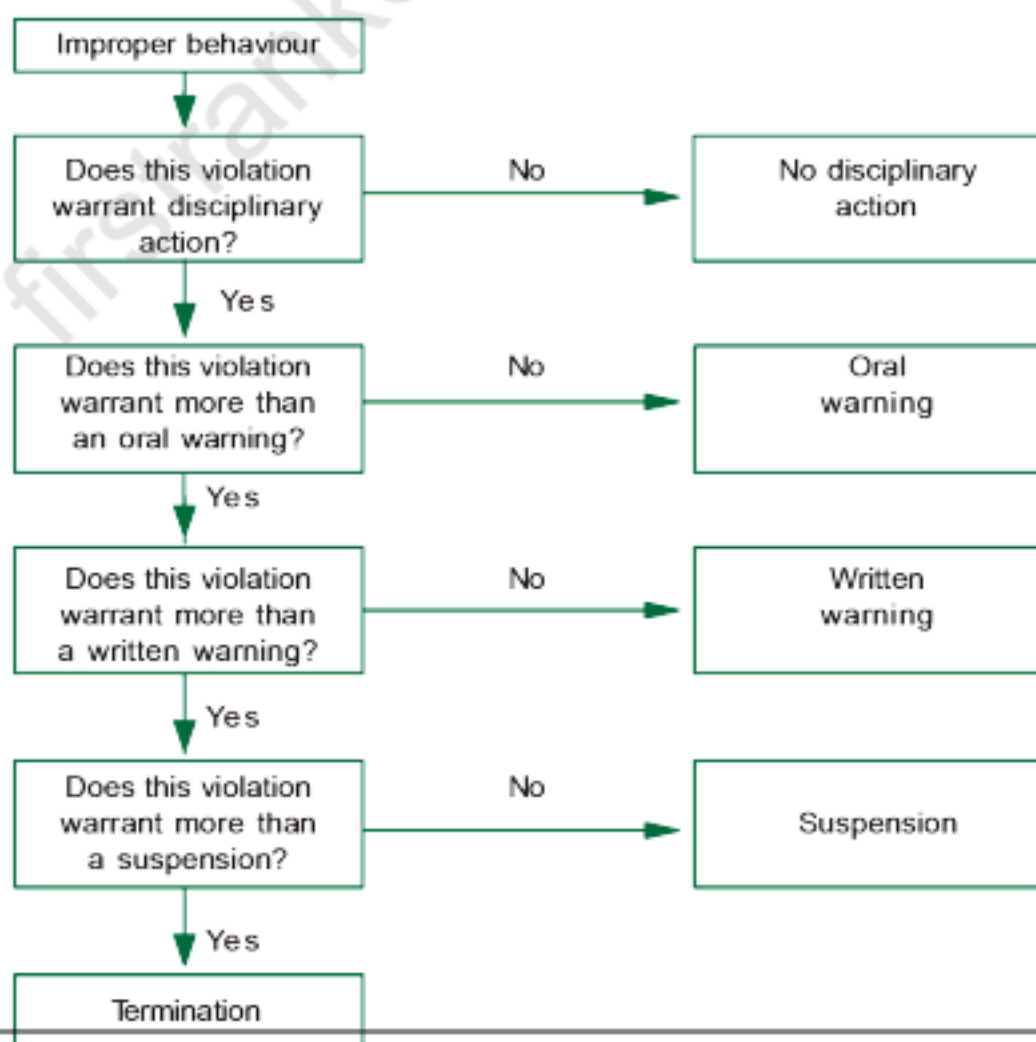
**Step 2: A Written Reminder:** If the oral reminder was unsuccessful, a more formalised version is implemented. This written reminder again reinforces what the problems are and what corrective action is necessary. Furthermore, specific time tables that the employee must accept and abide by, and the consequences for failing to comply are often included.

**Step 3: A Decision-making Leave:** Here, employees are given a decision-making leave—time off from work, usually with pay—to decide about what they are doing and whether or not they desire to continue to work with the company. This “deciding day” is designed to allow the employee an opportunity to make a choice—correct the behaviour or face separation from the company.

## Progressive Discipline Approach

- In a progressive discipline system, the employee is given a warning of performance or other work related problems. Failure to change his or her behaviour is accompanied by increasing harsher disciplinary action. Due process is based on the assumption that employees have the right to be treated fairly, particularly when being disciplined.

# The Progressive Discipline Approach



## Progressive Discipline Approach

### The Red Hot Stove Rule

- This rule states that discipline should be immediate, consistent, impersonal and should be in writing.

### Disciplinary Action in India

- The disciplinary action followed in most Indian companies consists of the following steps:
- Issuing a letter of charge
- Considering the explanation offered by the employee
- Issuing a show cause notice
- Holding an enquiry based on "principles of natural justice"

Giving a fair chance to employee to explain his case thoroughly  
Enabling the employee to cross examine the evidence furnished by management

Explain his own point of view without any fear or pressure

See that punishment is in line with the offence committed.

- Making a final order of punishment consisting of various actions as:
  - Dismissal
  - Discharge
  - Suspension
  - Demotion to a lower grade
  - Withholding of increments
  - Imposing fines
  - Issuing a warning
  - Initiating follow up action.

## Essentials of A Good Disciplinary Sys

- Rules and performance criteria
- Documentation of facts
- Consistent response to rule violations
- Training of supervisors
- Prompt action
- Impersonal discipline
- Reasonable penalty
- Follow up