

# Employee Griev

## Module 4

# Grievances

- A grievance is a formal dispute between employee & management on the conditions of employment.
- Grievances are complaints that have been registered in accordance with the grievance procedure.
- A grievance is any dissatisfaction or sense of injustice in connection with one's employment situation that is brought to the attention of management.

## Grievance must fall under following categories

- Amenities
- Compensation
- Conditions of work
- Continuity of service
- Disciplinary action
- Fines
- Leave
- Medical benefits
- Nature
- Payment
- Promotion
- Safety
- Super A
- Supers
- Transfer
- Victim

# Grievance - Sources

## Managerial Conditions

- ✓ Pay Scale or Wage rates
- ✓ Overtime
- ✓ Benefits – Promotions, Incentives, Seniority and Discharges.
- ✓ Lack of role clarity
- ✓ Autocratic Leadership style of supervisors.
- ✓ Lack regards for collective agreement.

## Working Conditions

- ✓ Unrealistic
- ✓ Non availability of proper tool, machines and equipment for doing the job.
- ✓ Tight production standards
- ✓ Bad working conditions
- ✓ Poor relationship with the supervisor.
- ✓ Negative approach to discipline.

# Forms of Grievances

- Factual
- Imaginary
- Disguised

# Approaches

- Human relation
- Legalistic Approach (contract employee)

## Steps in the Grievance Process

The *number* of steps in the grievance process differ according to the union involved. The process usually contains the following:

- Oral Grievance
- Written Grievance
- Grievance Advanced to Employment Relations
- Arbitration

## Steps in the Grievance Process

### ORAL GRIEVANCE:

- Employee presents oral grievance to immediate superior within timeframe specified in Company policies.
- Immediate Superior provides written response to the oral grievance within timeframe specified in Company policies.



# Steps in the Grievance Pro

## **WRITTEN GRIEVANCE:**

If the oral grievance is not satisfactorily adjusted

- The aggrieved can submit the grievance in w head on a standard grievance form signed by
- The grievance must be submitted in writing w specified in Company Policy.
- The department will arrange a grievance mee department head and the grievant.
- The Department shall submit a written respon timeframe specified in Company Policy.

## Steps in the Grievance Process

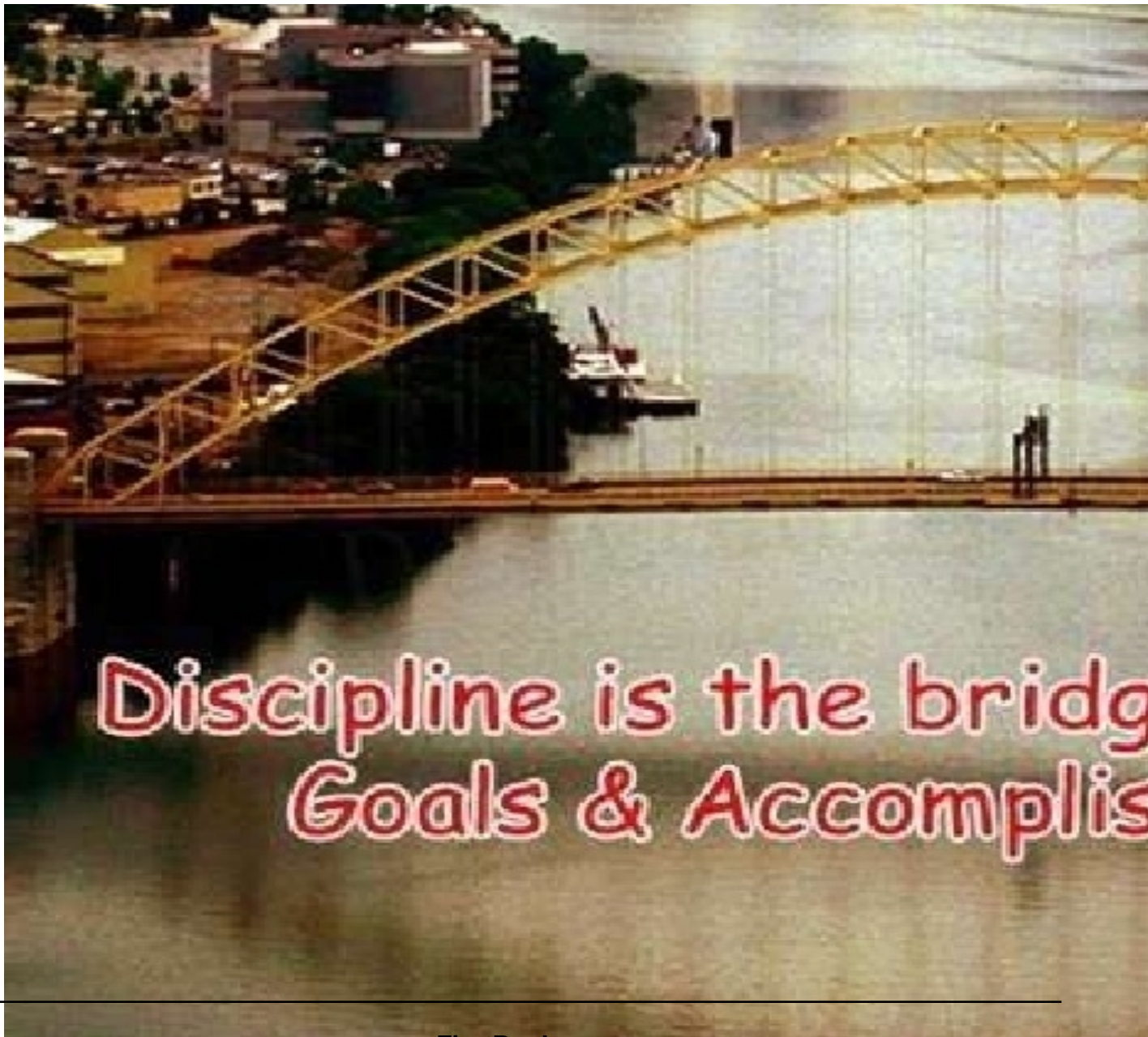
### GRIEVANCE ADVANCED TO EMPLOYEE/LABOR UNION

If the matter is not satisfactorily adjusted in the first instance or an answer is not given within the time specified, the grievance may be advanced to the Human Resource Department within the time specified.

- The written grievance previously submitted to the Human Resource Department within the time specified.

If the matter is not satisfactorily adjusted in the second instance or an answer is not given within the time specified, the grievance may be advanced to the Managing Director within the time specified.

- The written grievance previously submitted to the Managing Director within the timeframe.
- On policy matters only.



## MEANING

The word “discipline” is derived from the word “**disciplina**”, which means learning and growing.

**Megginson** offer three distinct meanings of the word discipline:

- **Self-discipline**
- **Necessary condition of orderly behavior**
- **Act of training and punishing.**



## Grievance vs Discipline

### ■ **GRIEVANCE**

- Provides the employer with a process for resolving a complaint they are unable to resolve through regular communications with their superior/manager

### ■ **DISCIPLINE**

- Gives the employee a process for resolving a complaint they are unable to resolve through regular communications with their superior/manager

## DEFINITION

- \* **Discipline** is the **orderly conduct** of members of an organization who follow the necessary regulations because they **cooperate harmoniously** in forwarding the policy which the group has in view and they recognize that, to do this, their work must be brought into a reasonable unison with the requirements on the group in action.

### Ordway Teads

- \* **Discipline** is the process of training a person so that he can develop **self-control** and become **more effective** in his work.

## Causes of indiscipline:-

- Non-placement of the right person on the job
- Undesirable behaviour of senior executives
- Faulty evaluation of persons and executives leads to favoritism.
- Lack of upward communication
- Leadership which is weak, flexible, incompetent and distrustful.

- Defective supervision and an absence of supervisors who know good technique and are in a position to appreciate critically the work of their subordinates.
- Lack of properly drawn rules and regulations.
- Workers' personal problems, their fears, apprehensions, hopes and aspirations, their lack of confidence in and their inability to cooperate with their superior and equals.
- Worker's reactions to rigidity and inflexibility of rules and their improper interpretation.
- Intolerably bad working conditions.



## APPROACHES TO DISCIPLINE

The different approaches to discipline are:

- **Human relation approach:** In human relation approach the employee is **helped** to correct his **deviations**.
- **Human resources approach:** Under human resources approach, the **employee** is treated as a **resource** and the act of indiscipline is considered as a failure in the area of maintenance and utilization of human resources.

- **Group discipline approach:** The whole sets the standards of discipline and punishments for the deviations. The employees are awarded punishment for a violation under the group discipline approach.
- **Leadership approach:** In this approach, the supervisor administers the rules and guides, trains and controls the subordinates regarding disciplinary rules.

- **Judicial approach:** In judicial approach, disciplinary cases are dealt on the basis of legislation and court decisions. The Industrial Employment Act, 1947, to a certain extent, prescribed the procedure that should be followed before awarding punishment to an employee in India.

## PRINCIPLES FOR MAINTENANCE OF DISCIPLINE:-

The most important principles to be followed for the maintenance of discipline have been suggested by **Yoder, Heneman, Turnbull and others**. They are:

- ❖ All the rules should be framed in consultation and collaboration with the representatives of the employees.
- ❖ All the rules should be appraised at regular intervals to ensure that they continue to be, appropriate, sensible and effective.

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- ❖ Rules should vary with changes in conditions of employees.
- ❖ Rules should be uniformly enforced to be effective.
- ❖ Penalties for any violation of any rule should be clearly stated in advance.
- ❖ A disciplinary policy should have as its objectives the prevention of any further violations rather than the simple administration of penalties; however it should be corrective rather than punitive.

- ❖ Extreme caution should be exercised. Infringements are not encouraged.
- ❖ If violations of a particular rule are observed, the circumstances surrounding them should be investigated and studied in order to determine the cause or causes of such violations.
- ❖ Recidivism must be expected. Some employees almost certainly violate rules more than once. These cases should be carefully observed so that their causes may be discovered.
- ❖ Definite and precise provisions for disciplinary actions should be mentioned in the employees' handbooks or agreements.



## EFFECTIVE RULES OF DISCIPLINE

McGregor (1967) developed a system for enforcing discipline so as to make growth producing as possible. They are called “**hot stove rules**” because they are compared to someone touching a hot stove.





The following rules explain his theory

- All individuals must be forewarned of the hot stove (i.e., **break a rule**), the **(punished or disciplined)**. They must be forewarned beforehand and be aware of the punishment.
- If the individual touches the stove (i.e., **break a rule**), there will be **immediate consequences** (e.g., burned). All discipline should be administered immediately after rules are broken.





- If the individual touches the stove, they will again be burned. Therefore, there is **consistency**. Each time, the rule is immediate and **consistent** consequences.
- If any other individual touches the stove, they will also get burned. Discipline is **impartial** and **everyone must be treated the same manner** if the rule breaking occurs.

## **DISCIPLINARY PROCEDURE**

The following steps should be taken

- **Accurate statement of the problem**  
to ascertain the problem by seeking the following questions:
  - Does this case call for a disciplinary action?
  - What exactly is the nature of the violation?
  - Under what condition did it occur?
  - Which individual or individuals were involved?
  - When or how often, did the violation occur?
- **Collecting facts bearing on the case**—  
taken in a case, it is essential to gather facts. A thorough examination of the case should be completed within the stipulated time limit.

- **Selection of tentative penalties-** The penalty imposed for an offence should be determined by the nature of the offence.
- **Choice of Penalty-** When a decision has to be made to impose a penalty, the punishment to be imposed should be such as would prevent a recurrence of the offence.
- **Application of the Penalty-** The application of the penalty involves a positive and assured attitude on the part of management. If the disciplinary action is a reprimand, the executive should calmly accept the result of the matter.
- **Follow-up on disciplinary action-** The purpose of a disciplinary action is to maintain discipline, productivity, and avoid a repetition of the offence. The disciplinary action should, therefore, be followed up on its effectiveness after it has been taken.

## Key principles to remember

Always remember the Hot Stove Rule where discipline

1. You had a warning – you knew what would happen if you touched the stove

2. The penalty was consistent – everyone gets the same

3. The penalty is impersonal – a person is burned not because they are bad or she is, but because the stove was touched

4. The penalty is not delayed.

5. So check out the facts first, follow due process, and then apply the discipline as soon after the event as investment allows. If you fail to be consistent, you may end up getting you

- <https://www.youtube.com/watch?v=McjjTp>