

INDUSTRIAL SOCIOLOGY: UNIT-4

GRIEVANCES

A grievance means any discontentment or dissatisfaction in an employee arising out of anything related to the enterprise where he is working. It is a complaint raised by an employee which may be resolved by procedures provided for in a collective agreement, an employment contract, or by other mechanisms established by an employer.

It is all about violation of the contract, practices, rules and regulations. As human beings are different there is bound to be grievances among employees leading to conflicts at the workplace. To avert any kind of conflicts within the organization, there is need for a proper grievance procedure so that the employees feel that their grievances are addressed and redressed.

According to Michael Jucius, *“A grievance can be any discontent or dissatisfaction, whether expressed or not, whether valid or not, and arising out of anything connected with the company that an employee thinks, believes or even feels as unfair, unjust or inequitable.”*

According to International Labour Organization, *“Grievance may be defined as a complaint of one or more workers in respect of wages, allowances, conditions of work and interpretation of service stipulation, covering such areas as overtime, leave, transfer, promotion, job assignment and termination of service.”*

TYPES OF GRIEVANCES

1. **Factual** – It is based upon the reality where management due to some genuine reason does not satisfy their workers against the working in an organization.
2. **Imaginary** – This type of grievance is basically dependent upon the personal problem of the worker which ultimately affects the working of the worker and decline productivity.
3. **Disguised** – It is a form of grievance which is totally depend on the workers negative thinking, lack of motivation, negative approach, etc.

CAUSES OF GRIEVANCES

- i. Management Policies
- ii. Working Conditions
- iii. Personal Factors

Management Policies

Grievance caused by management policies includes-

- Wage rate
- Leave policy

- Overtime
- Lack of career planning
- Role conflicts
- Lack of collective agreement
- Disparity between skill of workers and job responsibility

Working Conditions

Grievance caused by working conditions includes-

- Poor safety and bad physical conditions
- Unavailability of tools and proper machinery
- Negative approach to discipline
- Unrealistic targets

Personal Factors

Grievance caused by Personal Factors includes-

- Poor relationships with team members
- Autocratic leadership styles of superiors
- Poor relations with seniors
- Conflicts with peers and colleagues

EFFECTS OF GRIEVANCES

Whatever may be the cause of grievances, the effects it has on the organization's working atmosphere are always adverse.

- a) Decline in productivity
- b) Conflicts, disagreement and dissatisfaction
- c) Strikes or lockouts in extreme conditions
- d) Poor performance due to lack of interest in work
- e) Indiscipline and unrest in the organization
- f) Increase in absenteeism
- g) Wastage of resources
- h) Increase in production costs
- i) Increase in resignation of employees

POLICY FOR GRIEVANCE PROCEDURE

1. Open Door Policy - Under the open door policy, the employee feeling any grievance is free to meet the top executives and get the grievances redressed. It is said that this policy can remove the causes of grievance quickly. Such policy is well suited in small organization only. However, in bigger organizations top management executives are busy with other matters of the company and do not have much time with the employees directly.

2. Step Ladder Policy-Under the step ladder policy, the employee feeling any grievance has to follow a step by step procedure for getting his grievance redressed. There is a proper channel and it is followed in large organizations. In this procedure, whenever an employee is confronted with a grievance, he presents his problem to his immediate supervisor. If the employee is not satisfied with supervisor's decision, then he can discuss his any grievance with the department head. The department head discusses the problem with Joint Grievance Committees to find a solution. However, if the committee also fails to redress the grievance, then it may be referred to chief executive. At any step a decision is made which is agreeable to both, the management and employee, is final and is binding upon the parties.

GRIEVANCE HANDLING PROCEDURE

1. **Identify Grievance** – The first step to control the grievance is to identify the grievances so that to implement solution for future.
2. **Define Correctly** – In this step all the identified grievances are categorized and decide their priorities and on the basis of priorities solutions have been identified.
3. **Collect Data** – In this step all the relevant data have been identified regarding their priorities so as to find out the relevant solution to solve the grievance.
4. **Prompt Redressal** – After identification of all the relevant data now the data have been implemented which can help to take action which help to sort out the problem of grievance.
5. **Control and Follow up** – If an appropriate solution have been find out to provide satisfaction then now in the last step there is a need to control and follow the solutions so that satisfaction can be constantly implemented against the grievance.