

Vol 3 Issue 7 Aug 2013

ISSN No : 2230-7850

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Monthly Multidisciplinary  
Research Journal

# *Indian Streams Research Journal*

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**RNI MAHMUL/2011/38595**

**ISSN No.2230-7850**

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## A GRIEVANCE PROCEDURE , A DIFFICULT PROCEDURE

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**Abstract:** It is rather difficult to define a grievance. Personnel experts, however, have attempted to distinguish between dissatisfaction, complaint and grievance. Generally speaking dissatisfaction is any state or feeling or dissatisfaction which orally made known by one employee to another is known as complaint. A complaint becomes a grievance when this dissatisfaction, which is mostly related to work, is brought to the notice of the management.

**Keyword:** Grievance Procedure , grievance , labour management , wage-payment.

### INTRODUCTION:

An important requirement of labour management relations is the setting up of a mutually accepted grievance procedure by the management for settlement of day to day grievances, the accumulation of which is generally a source of industrial unrest. Complaints against one or more individual workers in respect of their wage-payment, overtime, leave, transfer, promotion, seniority, work assignment, working conditions and interpretation of service agreement, dismissal and discharges constitute stages with a specified time. It is essential for sustaining absolute discipline, good labour management relations and for promoting a jointly acceptable policy at the plant level that there should be an effective grievance machinery. An aggrieved employee should first present his grievance verbally to a designated officer, who should give his reply within 48 hours. In case the worker is dissatisfied with the decision or fails to get an answer within the stipulated time he should, personally or accompanied by his departmental representatives, present his grievance to the head of the department. If the departmental head fails to give a decision within three days or if his decision is not satisfactory the aggrieved worker can seek relief through the Grievance Committee consisting of nominees of management and workers. This committee would communicate its recommendations to the manager within seven days of receiving the grievance. If the recommendation is not made within this time the reasons for it have to be recorded and in case unanimous recommendations are not possible the relevant papers have to be placed before the manager for decision.

There is hardly a company where the employees do not have grievances. Real or imaginary, Valid or invalid, truthful or not employees have grievances with regard to some aspects of the company. The grievance produces unhappiness, Frustration, discontentment indifference, poor morale and ultimately it hurts employee concentration, efficiency and productivity. A discontented workforce is a sure sign of potential turmoil affecting adversely the interest of the organization. Some companies attempt to ignore

employee grievances hoping that, if they do not pay attention to them, they will solve themselves. Nothing can be farther from the truth. On the other hand there are companies who after careful consideration, have organized a grievance redressal procedure.

Indian Labour conference held at Nainital in 1958 evolved certain guiding principles of grievance procedure and appointed a subcommittee to draw up a scheme which came up with a procedure to settle grievances in our companies in India.

Existing labour legislations do not provide for a well defined and adequate procedure for day to day grievances in Industrial Units. According to Model standing orders in Schedule -I, clause -15, of the Industrial Employment ( Standing orders) Central Rules 1946 specified that, " All complaints arising out of employment including those relating to unfair treatment or wrongful exaction on the part of the employer or his agent, shall be submitted to the manager or the other person specified in this behalf with the right to appeal to the employers."

A Grievance procedure should take note of the following principles.

- Conformity with existing legislation.
- Need to make the machinery simple and expeditious.
- Designation of authorities.

Means, a grievance procedure forms part of the integrated scheme intended to promote satisfactory relations between employers and workers. This procedure should be designed to supplement the existing statutory provisions and it may, where practicable, make use of such machinery as is already provided by legislation.

The grievances should be settled at the lowest level. Normally there should be one appeal. Different types of grievances may be referred to appropriate authorities and a grievance must be redressed as expeditiously, as possible and, towards this end, the employers in consultation with workers should decide upon the time required for settling a grievance.

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