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## GRIEVANCE AND GRIEVANCE HANDLING



## **MEANING OF GRIEVANCE**

Grievance refers to any dissatisfaction or sense of injustice which is felt by an employee in relation to his pay, working conditions, leave, recoveries of dues or other aspects of employment. Broadly speaking, "a grievance is any level of dissatisfaction that adversely affects industrial relations and productivity." Grievance may sometimes be expressed and sometimes not. Even sometimes, it may not be valid also. The grievance arises when the employee feels that something's happening or going to happen unfair and unjust to him in the organization. Complaints affecting one or more individual workers in respect of their wage payments, overtime, leave, transfer, promotions, seniority, work assignment, and discharge would constitute grievance. Where the points at dispute are of general applicability or considerable magnitude, they will fall outside the scope of this procedure. However, some type of grievances may be beneficial for the organisations, as it may direct the attention of management towards improving the working conditions, incentive plans, leave plans etc. When grievances, generally, minor one are not expressed by the employees they just accumulate and lead to major conflicts inside the organization such as lockouts, strikes or any other collective disputes. Therefore, proper administration of grievance and grievance handling is necessary in an organization as unattended grievances may lead to frustration, low productivity, increase rate of absenteeism, feeling of discontent etc.

**Causes of Grievances:** Whatever be the causes of grievances, they fell under the following categories

### **Concerning Working Conditions:-**

- Unsafe and unpleasant working conditions.
- Inadequate toilet facilities, dirty toilets, etc.
- Non-availability of necessary raw material, tools and machines.
- Misfit between worker's ability and job.

### **Concerning Management Policy and Practices:-**

- Wage rate and its payment.
- Incentive.
- Seniority.
- Promotion.
- Transfer.

Fines, punishments and penalties.

### ***Concerning Violation of Rules and Regulations***

#### **Organizational rules and regulations.**

Civic laws.

Past practices.

Procedure of collective bargaining.

#### **Concerning Personality Traits:-**

Fault-finding attitude.

Over-ambitious.

Mental-tension.

Negative approach to life.

Excessive ego feelings.

**Forms of Grievances:** There may be three forms of grievances in an industry such as-

**1. Factual:** When an employee is dissatisfied with his employment because of legitimate or genuine reasons such as violation of employment contract by the employers or unfulfilling of any other factual needs. The grievance is regarded as factual.

**2. Imaginary:** When an employee is dissatisfied with his employment because of a wrong perception, wrong attitude or wrong information, it gives rise to imaginary grievance. Though for such case the management is not liable but still the responsibility to resolve the problem rests with it.

**3. Disguised:** The dissatisfaction among employees in such case may be due to the reasons that are not known to the employees themselves. This dissatisfaction may be due to the pressure from other directions like family, friends, neighbors etc. The manager himself has to detect such grievances and resolve them through counseling the related employee.

**Effects of an Undressed Grievance:** If the grievances remain unidentified and thus undressed may have adverse effects such as:-

1. It reduces the quality and quantity of production.
2. Increases the wastage of material and thus the cost of production.
3. Increases the rate of absenteeism and rate of accidents at the work place.
4. It reduces the morale of employees and thus reduces the level of commitment and sincerity of work.
5. Indiscipline cases increases which gives rise to increase in supervision.
6. Increase in industrial conflicts.

