



Grievance

- It is simply a complaint, which has been formally presented in writing, to a management representative or a union official.
- However for most of the people, the word “grievance” suggests a complaint that has been ignored, overridden or dismissed without due consideration.

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- It arises when an employee feels that something has happened or is going to happen which is unfair, unjust or inequitable. Thus, a grievance represents a situation in which an employee feels that something unfavorable to him has happened or is going to happen.


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- **A grievance may be defined as any feeling of dissatisfaction, arising out of anything connected with the company that an employee thinks, believes or even feels is unfair, unjust or inequitable.**

Causes of Grievances

- (i) Promotions; (ii) Amenities; (iii) Continuity of service; (iv) Compensation; (v) Disciplinary action; (vi) Fines; (vii) Increments (viii) Leave; (ix) Medical Benefits; (x) Nature of the job; (xi) Payment of wages; (xii) Acting promotion; (.xiii) Recovery of dues; (xiv) Safety appliance; (xv) Transfer (xvi) Supersession; (xvii) Victimization; (xviii) Conditions of work.


A good grievance handling procedure


- Settle grievances at lower level
- Systematically handle the grievances and promptly remedy the conditions complained of;
- Depending upon the nature of grievance, refer it to appropriate authority;


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- Ask the employee to give his complaint in writing;
 - Permit the worker to appeal against the decision taken at lower level and lastly
 - The grievance procedure should be made, realizing the importance of industrial harmony and good labour relations.

Steps involved in grievance handling procedure

- Step-1
- The aggrieved employee presents his grievance in writing to his foreman or supervisor; he puts his grievance to union representative who also is a full time employee of the company. If the foreman, aggrieved employee and the union representative fail to work out a settlement of grievance, the dispute in the written form is sent to a higher step in the procedure.

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- **Step 2**
 - The grievance is looked into by the middle management and the union committee man; a union committee man supervises several union representatives and is specialists in union management negotiations. If the situation still remain unsettled, as the third step, the case is forwarded to top management and top-union officials.

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- **Step 3**
 - Top management representatives and top union official discuss the grievance, which by this time has become an issue that has political implications. Thus it is very difficult to secure an integration of interests at this higher level.

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- **Step 4**
 - If top management and union leaders fail to settle the issue, the fourth step, then, is to submit the same to an impartial arbitrator for final decision as to the action required. A failure to settle the issue at the step 4 may result in strike, picketing, Gherao or lockout. It is the best if the grievance gets settled at the level of supervisor and union representative.