

Human Resource Management

- Unit 1- Introduction
- Unit 2- Human Resource Planning
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- **Unit 8- Employee Grievances & Disciplines**
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Human Resource Management

Employee Grievances and Disciplines

Employee grievances

Concept and handling grievance

Employee discipline

Concept, causes, and process of managing discipline

Grievances handling practices in Nepalese organization



Employee Grievances

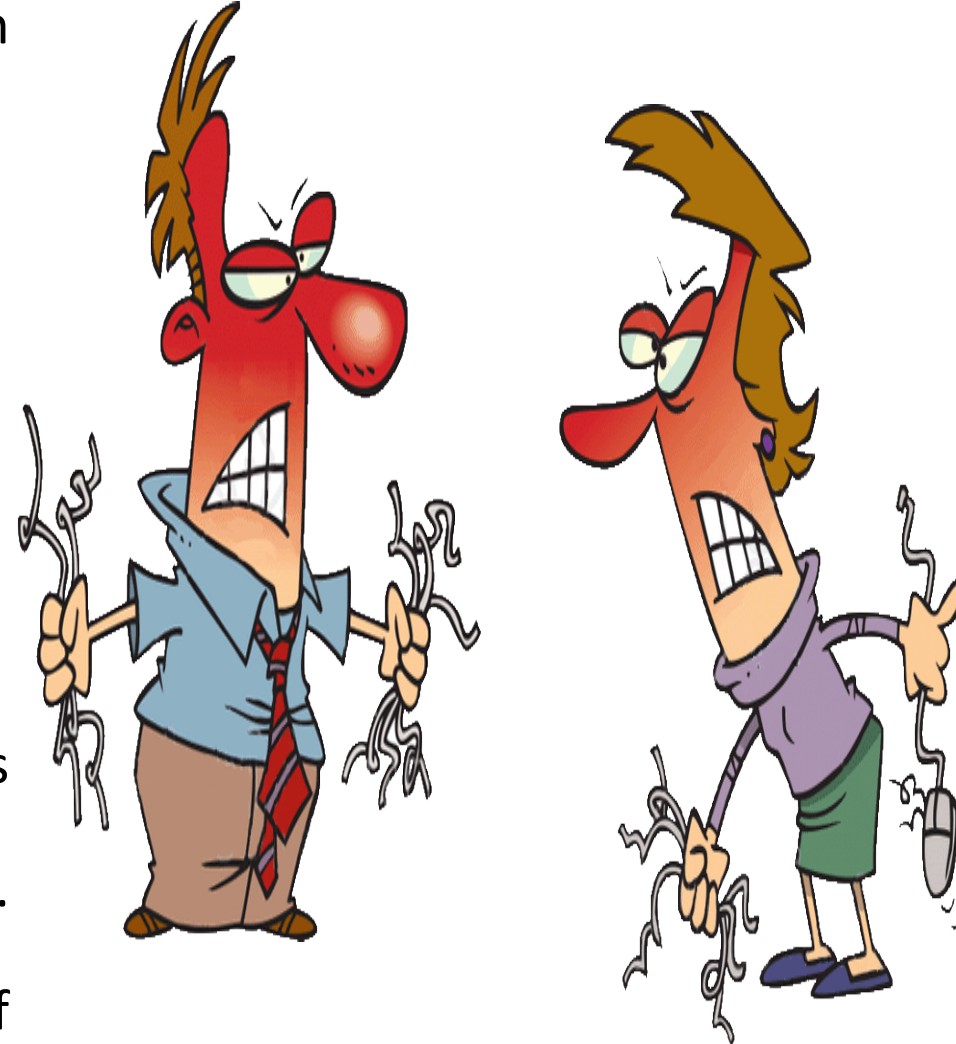
Grievances are employee's perception of unfair treatment on the job.

They lead to feelings of discontent or dissatisfaction.

A grievance is a complaint about a job that creates dissatisfaction or discomfort, whether it is valid or not. The complaint may be made by an individual or by the union.

They mainly result from differences in employee expectations and managerial practices relating to conditions of employment.

When employee's complaint is brought to the notice of management, it becomes a grievance.



Employee Grievances

- Employee grievance refers to the dissatisfaction of an employee with what he/she expects from the company and its management.
- A company or employer is expected to provide an employee with a safe working environment, realistic job preview, adequate compensation, respect etc. However, employee grievance is caused when there is a gap between what the employee expects and what he/she receives from the employer.
- Employee grievances may or may not be justified. However, they need to be tackled adequately because they not only lower the motivation and performance of the employee but also affects the work environment.
- Employee grievances if left unchecked can lead to large disputes within the company.
- Any company must have a proper channel for employee grievance redressed.
- Employee Grievance should be handled in a proper and well defined manner. If an employee reports a matter related to a policy or something he or she is not happy with or wants to complaint against, a framework defined in policy should be used.

Employee Grievances

Michael Jucious

“Grievance is any discontent or dissatisfaction whether expressed or not, whether valid or not, arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable.”

Wendell French

“Grievance is a formal complaint filed by an employee following an grievance procedure.

Keith Davis

Grievance is any real or imagined feeling of personal injustice that an employee has about the employment relationship.



Employee Grievances-Types



Factual

They are based on facts. They arise from non fulfillment of service conditions and faulty implementation of human resource policies.

Imaginary

They are based on expectation of employees. They arise from ambiguities in service conditions. The organization is not obliged to fulfill such expectations.

Disguised

They arise from hidden reasons which are ignored by organizations. For example, an employee complaining about working conditions may be dissatisfied with a supervisor.

Employee Grievances may arise due to:

- **Violation of management's responsibility**
such as poor working conditions.
- **Violation of company's rules and practices.**
- **Violation of collective bargaining agreement.**
- **Violation of labour laws.**
- **Violation of natural rules of justice such as unfair treatment in promotion.**



Sources of Grievance

1. Grievance resulting from management policies:

- a. Wage rates or scale of pay.
- b. Overtime
- c. Leave
- d. Transfer
- e. Seniority, promotion and discharges
- f. Lack of career planning and employee development plan .
- g. Lack of role clarity
- h. Lack of regard for collective agreement.
- i. Hostility towards a labour union.
- j. Autocratic leadership style of supervisors.

2. Grievance resulting from working conditions:

- a. Unrealistic
- b. Non availability of proper tools, machines and equipment for doing the job.
- c. Tight production standards.
- d. Bad physical conditions of work place.
- e. Poor relationship with the supervisor.
- f. Negative approach to discipline.

3. Grievance resulting from personal factors:

- a. Narrow attitude.
- b. Over ambition
- c. Egoistic personality

Employee Grievances must fall under:

Amenities/facilities/services

Compensation

Condition of Work

Continuity of service

Disciplinary action

Fines

Leave

Medical benefits

Nature of job

Payments

Promotions

Safety environment

Super annotation/explanation

Transfers

Victimization

Employee Grievances Identification Techniques

Observation



One Door Policy



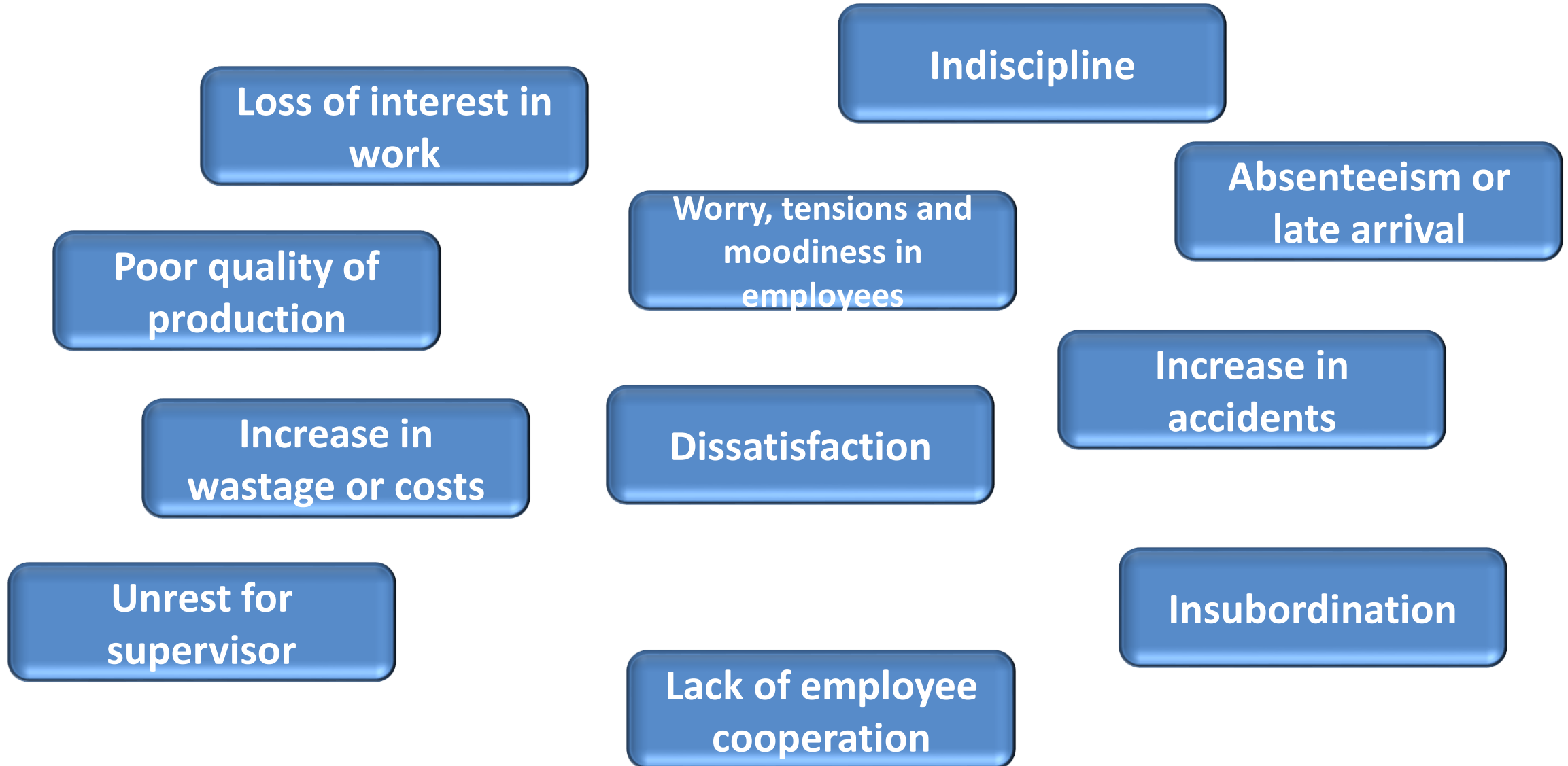
Gripe Boxes



Exit Interview



Employee Grievances Effects



Approaches to Grievance Handling

Open Door Policy



Legal Compliance



Grievance Procedure



Approaches to Grievance Handling

In an unionized organization, the operation of the grievance may contain the

following steps:

1. Grievant-Supervisor

2. Grievant-Department
Head

3. Grievant-Grievance
Committee

4. Grievant-Chief
Executive

5. Grievant-Voluntary
Arbitration

Grievance
Procedure

Approaches to Grievance Handling

Grievance Procedure

1. Grievant-Supervisor

The aggrieved employee verbally explains his grievance to his immediate supervisor or in a conference or a discussion specifically arranged for the purpose. The employee seeks satisfaction from his supervisor. The grievance can be settled if the supervisor has been properly trained for the purpose and if he adheres strictly to a basic problem-solving method.

2. Grievant-Department Head

The second step begins when the grievance is not settled by the supervisor. In this case, it is sent to a higher level manager with a note in which the time, place and nature of the action to which the employee objects are mentioned. The higher level manager goes into the grievance and gives his decision on the matter.

Approaches to Grievance Handling

3. Grievant-Grievance Committee

Grievance Procedure

This means that the grievance is to be submitted to the grievance committee since the decisions of the supervisor and of the higher level manager have not solved the problem. This committee, which is composed of some fellow-employees, the shop steward or a combination of union and management representatives, considers the record and may suggest a possible solution. It may call upon the grievant to accept the employers' proposed settlement.

4. Grievant-Chief Executive

If the decision or suggestion of the grievance committee is not accepted by the grievant, he may approach the management or the corporate executive.

Approaches to Grievance Handling

5. Voluntary Arbitration

Grievance
Procedure

The final step is taken when the grievance is referred to an arbitrator who is acceptable to the employee as well as the management. They may agree before hand that the arbitrator's award will be final and binding on both the parties.



Handling of Grievance

The manager need to follow some guidelines to deal effectively with the grievances:

- a. The complains should be given a patient hearing.
- b. Attempts should be made to get at the root of the problem.
- c. The management must show its anxiety/nervousness to remove the grievances of the workers.
- d. If the grievances are real and their causes are known, attempts should be made to remove the causes.
- e. If the grievances are imaginary or unfounded, attempts should be made to counsel the workers.



Employee Discipline

Discipline and grievances are each one side of the same 'complaints coin's.

Grievance is an "Employee's Complaint" against management.

Discipline is a "Management's Complaints" against an employee.



Employee Discipline

Dessler, 1994

“A procedure (discipline) that corrects or punishes a subordinate because a rule or procedure has been violated.”

Beach, 1984

“Discipline involves the conditioning or moulding of behaviour by applying rewards or penalties.”

DeCenzo and Robbins, 1993

“The term discipline refers to a condition in the organization when employees conduct themselves in accordance with the organization’s rules and standards of acceptable behaviour.”

Gary Dessler

“Discipline is a procedure that corrects or punishes a subordinate because a rule or procedure has been violated.”

Employee Discipline

Employees experience conflict at work and sometimes break the rules. It then becomes HRD to minimize the conflict and get things going back on track. Disciplinary policies and actions play the prime role in prohibiting unwanted employee behaviors.

Employees should know what they can and can't do.

HR manager should clearly communicate the discipline that will take place if employees break rules.

For this reason, company need to have a good disciplinary policy in place and well communicated to everyone.

The policy must be communicated to employees by periodically providing a copy, posting it, or including it in an employee handbook.

Employees should be required to sign an acknowledgement that they have received and read the policy.

The policy also should be covered in new employee orientation.

Employee Discipline

The purpose of discipline is to assist employees in changing their unwanted behavior:

Absenteeism



Poor Performance



Inappropriate Behaviour



Employees should have adequate information about their current performance versus the desired performance. This will also decrease organizational risk.

Types of Disciplinary Problems(Causes)

Attendance related

- Habitual tardiness
- Unexcused absences
 - Leaving job area without prior notice
- Abuse of sick leaves

On-the-job mis-behaviours

- Fighting
- Horseplay
- Gambling
- Sleeping on the job
- Smoking in the workplace
- Failure to obey safety rules
 - Concealing/hiding one's defective work
- Arriving at work drunk
- Work output below standard
- Excessive defective work due to employees' own errors
 - The use of drug
- Attracting fellow employees with intent to seriously injure or maim.

Dishonesty

- Unauthorized selling of company property
 - Stealing
- Malicious damage or destruction of company's property
 - Promotion of gambling on company property

Outside activities

- Involvement in unauthorized strikes
- Criminal activities outside the job
- Spying of competitor's benefits and leaking important information
 - Criticizing the management in public
- Damaging the quality of work on the guidance of competing organizations.

Causes of Indiscipline

Lack of supervision

Violation of rights of employees

**Absence of grievance handling and
settlement mechanism**

Personnel problems

Employer's attitudes

Lack of communication

Types of Disciplinary Actions

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graph TD; A[Verbal counseling] --> B[Written warning]; B --> C[Suspension]; C --> D[Termination];
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Verbal counseling

Written warning

Suspension

Termination

Types of Disciplinary Actions

Verbal counseling

- This is generally the first step. However, for a serious problem, skip this step.
- Verbal warnings should always be done privately.
- Verbal counseling sessions should be documented by a formal memo or informal note in the employee's personnel file.

Written Warning

Should include at a minimum, the following elements:

- The date of the warning
- The employee's name
- The name of the supervisor administering the warning
- A description of the misconduct or inadequate performance
- The date of the misconduct or poor performance
- A signature line for the supervisor
- A signature line for the employee, indicating his receiving only
- A signature line for the witness
- An action plan to fix the behaviour in a given time frame.



Types of Disciplinary Actions

Suspension

- This may range from one day to two weeks or more, depending upon the circumstances, and is almost always unpaid.
- Next step may be suspension of increasing length or directly go to termination.
- Whatever it is, should be stated in the suspension letter.

Termination

- Before termination, the personnel file and all relevant documents must be reviewed to ensure that the termination is appropriate and defensible in a subsequent lawsuit.
- **Some behavior warrants automatic dismissal, like:**
 - Violent behavior or threats of violence
 - Drug and alcohol use on duty
 - Carrying a weapon on company property
 - Insubordination
 - Abandonment of job



Types of Disciplinary Actions

Other forms of discipline:

Demotion

DEMOTED ↓



Transfer



Reduced raises or bonuses

