

3. Human Relations, Leadership & Motivation

* SIGNIFICANCE OF HUMAN RELATIONS

Definition:- Human Relations

Dalton McFarland defines "Human relations" is the study and practice of utilizing human resources through knowledge and through an understanding of the activities, attitudes, sentiments and inter-relationships of people at work"

Keith Davis defines "Human Relations are motivating people in organizational settings to develop teamwork that accomplishes the individual as well as, organization's goals effectively & efficiently"

Maintaining and improving human Relations bring benefits to the organisation and to the employees.

* Importance of human relations

1. Makes management sensitive to Employee Needs :-

Knowledge of human relations makes management sensitive to employees needs.

Human Relations helps managers to understand employee and managers will make efforts to complete need of employees.

to Job satisfaction. Job satisfaction leads to greater commitment on the part of employee which results in Higher performance. which gives higher Rewards to employees.

3. Higher Productivity :-

Human relations practices such as informal relations, involvement of employees in setting targets, helps to motivate employees to perform efficiently and effectively. Effective Performance results in higher Productivity. Productivity is the ratio of output to input.

4. Innovation :-

Due to human relations approach of management, employees are motivated to come up with innovative ideas, such as new designs, New schemes, & New Processes.

5. Reduction in Conflicts :-

Human relations practices help to reduce conflict in the Organisation between superior and subordinates. between Departments. Managers who adopt human relations approach are proactive in taking actions to defuse conflicts before they emerge.

6. Employee participation :-

Due to human relations approach, employees get an opportunity to

to participate in decision-making, especially in those matters affecting their interests.

Managers encourage employees participation in management, so as to enhance productivity and job satisfaction.

7. Informal Relations :-

An organisation works not only through formal relations, but also through informal relations. Informal relations reduce work pressure and stress on the employees.

Due to human relations approach, managers encourage employees parti. informal relations in the organisation at all levels.

8. Effective Communications :-

The success of organisation largely depends on the effective means of communication in the organisation. Due to human relations approach, Management encourages upward communications.

Employees are encouraged to express their views and opinions on the policies and practices of management. Professional firms adopt open-door policy whereby even the lowest level employee can present his views to the top management.

9. Reduction in Absenteeism and Labour Turnover :-

Effective human relations approach results in Lower Absenteeism and labour turnover.

10. Other Benefits :-

→ Higher Pay and incentives on account of improved productivity.

→ Improvement in Corporate image

→ Team Spirit and team work in the organisation.

→ Reduction in wastages

→ Optimum use of Resources.

* Concept of Leadership *

Effective leadership is required to lead and guide the subordinates to perform organisational tasks effectively.

In the words of George Terry "Leadership is the activity of influencing people to strive willingly for group objectives"

Managers need to be good leaders.

A leader according to Webster's Dictionary "is a person who takes charge of or guides a performance or activity".

* The main features of leadership are :-

1. Leadership is an activity
2. Leadership focuses on group objectives.
3. Guidelines for followers.
4. There are different leadership styles such as autocratic, participative & paternalistic.
5. Leadership empowers employees under transformational leadership.
6. Leadership secures compliance from subordinates under transactional leadership.
7. Leadership play active OR passive role in directing followers.
8. Leadership is different from Management.

* Transactional Leadership

It is a style of Leadership whereby a leader secures compliance (to enforce to follow order / Rule) of the followers through rewards as well as punishments.

The transactional style of leadership was first described by Max Weber in 1947 and then by Bernard Bass in 1981.

The transactional leader sets the goals and expects the followers to achieve the same. Necessary directions and guidance is given to the subordinates to achieve the goals.

If planned goals achieved the subordinates are Rewarded, otherwise, the subordinates are Punished.

→ Transactional Leaders expect the subordinates to follow existing rules and regulations of the organisations.

Focus on :- Existing rules & procedures rather than generating forward-looking ideas. / Contingent Rewards and Punishments.

* Contingent Rewards :- Appreciation and incentives are provided when subordinates achieve the targets.

* Contingent punishments :-
[PSR. Man] → demotion, Suspension OR
[to IR. Man] → Denial of incentives when the
performance falls below targets
OR when the goals are not achieved.

* Transactional leaders may adopt
active OR Passive management
- by exception approaches :-

i) Under Active management - by
exception → The transactional
leader continuously monitors
subordinates performance, finds
out deviations from standards,
and take corrective action.

ii) Under passive management - by
- exception → the transactional
leader does not continuously
monitor subordinates performance
but intervenes only when targets
or standards are not achieved.

* Assumptions of Transactional
Theory.

* Employees are motivated by
Reward and Punishment

* The subordinates have to obey
the orders of the superior.

* The subordinates are not
self motivated. They have to be
closely monitored and controlled
to get the work done from them.

* Transformational Leadership

Transformational Leaders motivate and empower employees to achieve company's goals by appealing to higher ideals and Moral values

The concept of transformational Leadership was initially introduced by James McGregor Burns in 1978.

According to B.M. Bass, the transformational Leader inspires the subordinates to achieve organizational Goals. Because of the inspiring qualities of the leader, the followers are willing to work harder and smarter.

* Element of Transformational Leadership.

1. Individualized consideration :-

Leader gives personal attention to each follower's concern and need, acts as mentor or coach to the follower. Leader provide suggestions, advise, support to followers.

2. Intellectual Stimulation :-

The transformational leaders encourage their followers to be innovative and creative. They encourage New ideas from the followers.

3. Inspirational Motivation :-

Inspirational Leaders challenge followers to leave their comfort zones,

and provide meaning for the task at hand.

4. Idealized Influence (Charisma)

The leader act as a role model for the followers.

* Transactional v/s Transformational Leadership Styles

Transactional Leadership

1. Reactive / Proactive Approach
It is Reactive Nature

Transformational Leadership

It is Proactive in Nature

2. Organisational Culture

Transactional Leader works within the existing Organisational Culture
Transformational Leader works to change Organisational Culture by introducing New ideas.

3. Objectives

Transactional Leader Employees achieve Objectives to get Rewards and to avoid Punishment.
Transformational Leader Employees achieve Objectives with a sense of Commitment & Dedication.

4. Motivation to Followers

Transactional Leader motivate followers by appealing primarily to their own self interest
Transformational Leader motivate followers to put efforts for interest of the group OR Team

Transactional Leadership

Transformational Leadership

5. Innovative Ideas

Leader encourage Followers to maintain Status quo.

Leader encourage Creativity on the part of Subordinates.

6. Individual consideration

Leader may not give importance to individual consideration.

Leader give Personal attention to each employee Individually.

7. Management-by Exception

Leader adopt Passive management by-exception

Leader adopt Active management-by-exception

8. Style of Leadership

Leader adopt Laissez-fair style wherein the leader avoids decision-making & Responsibility

Leader adopt Participative Leadership style and inspire the subordinates to actively take part in decision

9. Time Horizon

Short term time horizon
Focus on short term goals

Long term horizon
Focus on Long term goals.

10. Professional growth of Employee

Do not Focus on:- Professional growth of Employee

Focus on:- Professional growth of Employee

* Meaning of Motivation

Motivation



Late 19th century

Motive :- Inner drive for acting or behaving in a particular way.

i) Enthusiasm for doing something
ii) the need or reason for doing something

→ Motivation is one's willingness to exert efforts towards the accomplishment of his/her goal.

* Definition :-

Dalton E. McFarland (1974) stated

(1) Motivation refers to the way in which urges, ~~des~~ drives, desires, aspirations and strivings or needs direct, control or explain the behaviour of human beings.)

* Importance of Motivation :-

1. Improves performance level :-
2. Help to change Negative attitudes of employees.
3. reduction in Employee Turnover
4. Help to Reduce Absenteeism in the organisation
5. Help to increase employee Commitment
6. Helps to achievement of organization goals
7. Builds friendly relationship
8. Help to make employee loyal to the organisation
9. Motivated employee make optimum use of Resources

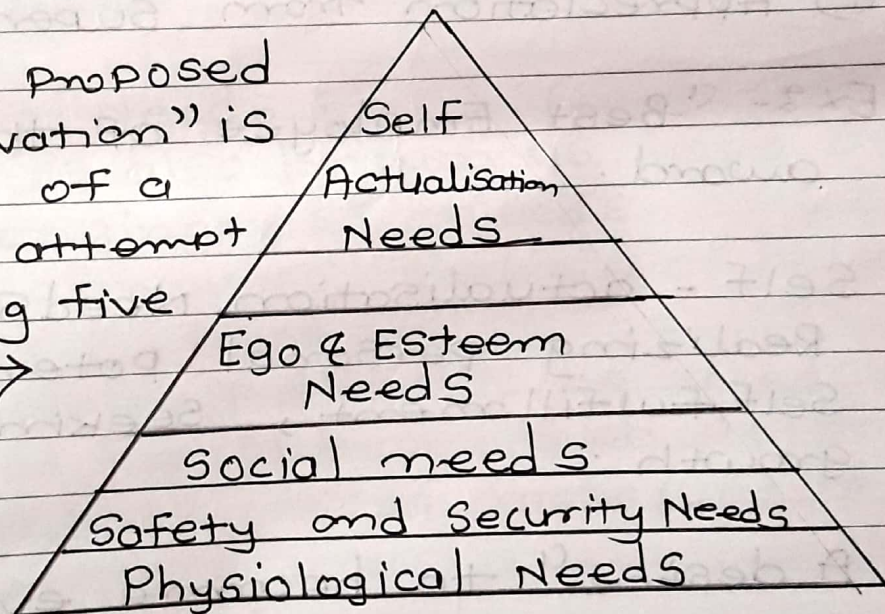
10. It facilitates team work in the Organisation.
11. It helps to improve Corporate image of the firm.
12. It facilitates team work in the Organisation.

* MASLOW'S THEORY OF MOTIVATION

Introduction :- Abraham Maslow (1908-70), a psychologist, believed that all people have needs to be satisfied and that they will work towards satisfying those needs.

→ Maslow's Hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human motivation" in Psychological Review.

* Maslow proposed that "Motivation" is the result of a person's attempt at fulfilling five needs →



→ In this theory Human needs are arranged in a hierarchy of their importance to individuals.

1. Physiological Needs :- ^{→ Biological requirement} for human survival
→ Basic needs of human beings
→ It includes food, clothing and shelter
→ Most important need it should satisfy first, then the other needs.

2. Safety and Security Needs :-

→ These needs come second in the hierarchy of needs.

* Employees need :- Safety, Security, freedom from fear.

i) Job Safety :- Organisation must adopt health and safety measures by proper locations for machinery fitting, safety training and work instructions

b) Job Security :- Organisation should provide permanent jobs.

3. Social Needs :-

→ It is also known as Love and belongingness needs.

→ It involves feeling of belongingness or people

→ Employee prefer to be loved and cared by others such as family members, work mates, friends, superiors.

* The social needs can be fulfilled by an organisation by organising

- i) Get together such as picnics or parties

- ii) cultural and sports activities

- iii) Lunch or dinner at five star hotel.

4. Esteem needs :-

↓

↓ (status or prestige)

↓ The desire for reputation or respect from others

↓ Esteem for oneself (dignity, achievement)

→ People would prefer Praise and recognition from others and want that others should respect them

→ It is known as ego needs.

* The Esteem needs can be fulfilled by

i) Providing better designation or status.

Ex :- Computer operator will be given status as Accountant.

ii) Appreciation from superior

Ex :- "Best Employee of the Year" award.

5. Self-actualisation Needs :-

→ Realizing personal potential, Self fulfillment, Seeking personal growth.

→ A desire "to become everything one is capable of becoming"

→ Highest level of hierarchy of needs.

→ Few employees have such needs.

→ These need induce person to accomplish something special which others cannot do or have not done.

Ex :- Senior manager dreaming of becoming CEO of the company.

ii) Asst. Professor want to become Associate Professor and then Professor. Or at highest want to become principal.

* Features of Need Hierarchy Theory :-

1. Wide range of needs :- people have wide range of needs. Human needs are multiple and interrelated.
2. Structure of Needs :- Human needs arranged into a hierarchy. Some needs are at the lower level and some needs are at higher level of hierarchy.
3. Lower needs to be satisfied earlier - Lower level needs must be satisfied first either wholly or partly before higher level needs emerge.
→ Higher level need does not become active, if lower level needs remain unfulfilled.
4. A satisfied need is not a motivator: It is to be noted that a satisfied need is not a motivator. In other words, it ceases to influence human behaviour.
5. Inter-dependence of needs :- A higher level need arises before a lower level need is completely satisfied. Safety needs would emerge after physiological needs are completely satisfied.

* Importance of Need Hierarchy theory

1. It helps the manager to study Human behaviour.
2. The analysis of physiological needs enables the manager to frame proper wages policies.
3. The study of security needs enables the manager to make the subordinates permanent by giving them Job security.
4. Ego needs facilitates promotion of employees by giving better status or designations.
5. A study of self-fulfilment needs enables the management to provide challenging jobs to dynamic and innovative employees.

* Mc Gregor's Theory X and Theory Y

In 1960, Douglas McGregor first presented his ideas on 'Theory X' and 'Theory Y' in a classic article 'The Human Side of Enterprise'.

Mc Gregor called Theory X as Traditional approach OF Managing People

Theory Y as Professional approach OF Managing People

* Theory X and Theory Y are based on certain assumptions as follows :-

Theory X

Theory Y

1. Creativity

→ Assumes that people are not creative

→ Assumes that people are creative

2. Responsibility

→ Average persons are irresponsible

→ People are responsible

→ They try to transfer the responsibility

→ They accept their tasks.

3. Activeness

→ People are basically lazy. They love to hate work.

→ People are active and alert

→ They work as sports

Theory X

Theory Y

4. Challenges

→ People prefer to do routine work, they don't like to have a change in their work

→ People prefer challenging tasks

5. Followers | Leaders

→ People prefer to be Followers. They seek guidance and directions from their superior in all times

→ People prefer to be Independent. They want freedom in their work.

6. Orthodox | Flexible

→ People are orthodox in nature. They do not want to accept new ideas.

People are ready to accept new ideas. They prefer to change with changing situations

7. Opportunities

→ People do not take advantage of opportunities that come in their way

→ people are ambitious and willing to grab opportunities.

8. Lower | Higher Level needs

→ Theory X assumes that Lower Level needs like Job Security dominate individuals

→ Theory Y assumes that higher Level needs like esteem needs dominate individ

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9. Self Motivation :-

→ Assumes that people lack self-motivation and require to be controlled and closely supervised.

→ Assumes that people are self directed and prefer self control

10. Nature of people

→ Assumes that people are selfish and work in for their personal interest only

→ Assumes that people are selfless and work in the interest of their organisation

11. Leadership Style :-

→ It emphasis on autocratic leadership style

→ It emphasis on situational leadership style.

12. Centralisation v/s Decentralisation

→ It places emphasis on centralisation of authority.

→ It places emphasis on decentralisation of authority.

* VROOM'S EXPECTANCY THEORY

The expectancy Model was developed by Victor H. Vroom.

According to Vroom, Motivation is a product of three variables

- i) Valence
- ii) Instrumentality
- iii) Expectancy

$$\text{Motivation} = \text{Valence} \times \text{Instrumentality} \times \text{Expectancy}$$

Valence :-

It refers to the strength of an individual's preference for a particular outcome OR Reward.

* A valence is zero when an individual is indifferent towards outcome

* A valence is negative when an individual prefers not achieving the outcome

* A valence is positive when an individual prefers achieving the outcome.

Example :- IF an employee prefer to get promotion, valence is positive. IF employee prefer Not to get promotion, valence is Negative. IF an employee is indifferent toward promotion, valence is zero.

Instrumentality :-

A major input into the valence is the instrumentality. Vroom's model states that a first-level outcome is instrumental (Responsible) in obtaining a desired second-level outcome.

Example :-

An individual would be motivated towards superior performance because of the desire to be promoted. The superior performance is the first level outcome which can be instrumental in getting a promotion, which is the second-level outcome.

Instrumentality can be zero OR 1.

* Instrumentality can be zero when there is low probability of the first-level outcome resulting in obtaining a desired second-level outcome.

* Instrumentality can be 1 when there is high probability of first-level outcome resulting in obtaining a desired second-level outcome.

Expectancy :-

It is the strength of belief that one's work related effort will result in completion of a task.

It refers to the effort-performance relationship.

It is expressed as a probability of a connection between effort and performance.

The value of expectancy may range from 0 to 1.

* When an employee believes that effort will not result in desired performance, the expectancy is zero.

* When an employee believes that effort will definitely result in desired performance, the expectancy has a value of 1.

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* PINK'S THEORY OF MOTIVATION

Daniel H. Pink presented a theory of Motivation in his book - ('Drive: The Surprising Truth about what motivates us')

In his book - ('Drive'), Mr. Daniel H. Pink considers Motivation as an operating system.

He states that human's initial operating system which he calls as Motivation 1.0 was Survival (Food gathering or hunting for survival)

Motivation 2.0 operating system entirely based on rewards and punishments - the so called ('Carrot and stick' approach).

It is deep rooted. The way to improve performance, increase productivity and encourage excellence is to Reward (Carrot) the good and punish (stick) the bad.

Motivation 3.0 operating system maintains the same base of Motivation 1.0 and 2.0 as humans still have the Behavioural Drive for survival as well as the drive for rewards.

Humans have to drive to direct their own lives [Freedom or autonomy]

Motivation 3.0 is revolved around three elements :-

According to Daniel Pink, intrinsic motivation is based on three factors: Autonomy, Mastery and Purpose.

Autonomy :-

Autonomy is the desire to have freedom or to direct one's own activities. Pink argues that granting autonomy to employees is contrary to the traditional view of management which expects employees to comply with management's orders and instructions.

If managers want employees to be more committed and dedicated in what they are doing, then autonomy should be provided to them.

Mastery :-

Mastery is the desire to continually improve at something which they enjoy doing.

The top management should allow employees to enjoy a sense of achievement and progress at work.

Daniel Pink states that lack of opportunity

at work place for self-improvement and professional development is likely to demotivate employees.

Purpose :-

Daniel Pink states that people intrinsically want to do things that make a difference.

Employees should be intrinsically motivated to make a difference to the society rather than simply working to achieve higher economic gains (profits).

* Employee Morale - Factors

Morale :-

Meaning :-

John Newstrom and Keith Davis state that 'morale' is the general term used to describe overall group satisfaction.

Edwin Flippo states 'morale' as a mental condition or attitude of individuals and group which determines their willingness to cooperate.

* Factors Influencing Morale :-

1. Image of the organisation :-

The morale of employees in reputed organisation such as Nestle, Infosys is high as such companies enjoy a good reputation in domestic as well as international market.

2. The Goals of the Organisation :-

If the goals of the organisation is useful, acceptable then workers develop positive feelings towards the job and the organisation.

3. Quality of Superiors :-

Good Relationships, equitable Rewards and recognition positively influence morale. Workers feel comfortable when they work under caring leader.

4. Nature of Team Members :-

Positive attitude of co-workers has direct effect on the morale of the team members.

5. Rewards and Recognition :-

Equity in Rewards goes a long way in boosting morale of the employees. Deserving employees needs to be rewarded and Recognised. The management must encourage higher performers with high Rewards as it develops a sense of Commitment and dedication on the part of the employees.

6. Working Conditions :-

Most of people prefer to work in good working conditions. The morale of the employees is generally high when the management provides them good working conditions which include :-

- * Proper lighting
- * Good ventilations
- * Proper Sanitation facilities etc.

7. wages and Salaries :-

The employees must be paid proper salaries and wages to boost their morale. The management must revise the salaries and wages as per the agreement with the worker's representatives. Proper Salary & wages helps to boost Morale of the employees.

8. worker's participation in Management:-

Worker's participation in Management decisions help to develop morale of the employees.

Workers participation in management can be done in the following ways:-

- * Formation of Quality circles
- * Setting up of Works Committee
- * Inviting Suggestions from employees

9. Nature of Job :-

Dull, monotonous and Repetitive work affects employee morale.

However, employees morale may be high when they are asked to do interesting and challenging work.

10. Personnel policies :-

The management must adopt fair and effective personnel policies to boost the Morale of the employees

The personnel policies are in respect of :-

- * Recruitment and selection
- * placement and Training
- * Performance Appraisal
- * Promotion and transfers
- * Career development
- * Compensation of the employees.

~~*~~

* Measurement of Employee MORALE

Following Methods Used to Measure Employee Morale :-

1. Observation :-

The management can measure the employees morale by observing their attitude and actions at the work place.

2. Informal monitoring of Morale :-

The management may informally engage the employees to monitor morale.

Example :- an informal chat by a manager with an employee may provide insight into the underlying problems which cause low employee morale.

3. Spying :-

Management adopt the method of corporate spying to find out the level of morale or Job Satisfaction of the employees.

The corporate spy works with the employees (during the period of spying), mingles with them and finds out the level of Job Satisfaction.

4. Feedback from clients :-

The management can monitor and measure the level of morale of the employees with the help of

of feedback from the clients or the major customers.

TOP management can get feedback on the attitude and the quality of performance of the employees.

5. Morale Survey :-

Management may conduct an yearly employees survey (YES) to find out the level of employees morale.

The survey can be conducted through personal interview of the workers or with the help of questionnaire handed over to the employees.

6. Periodic Interview :-

Periodic Performance Interviews with employees can be conducted to find out the overall employee satisfaction.

Periodic interviews (say quarterly) helps to check the changes in the level of Job Satisfaction or morale over a period of time.

7. Exit Interview :-

Professional managements undertakes systematic exit interviews of those employees who have put in their resignation papers. Exit interviews can help the Management to find out the reasons for leaving the organisation.

8. Morale Indicators :-

Morale Indicators are the factors that indicate the level of employees morale.

The morale indicators are as follow :-

* Absenteeism Rate

* Employee Turnover Rate

* Accidents Rate

* Wastages

* Grievances

9. Relation Between Morale and Productivity

It is generally assumed that a high morale leads to higher productivity. This means there is a direct relation between morale and productivity.

It is generally assumed that employees with high morale show good team spirit and it results in increase in productivity.

10. Suggestion Boxes :-

Employees may be asked to insert their complaints in the suggestion box relating to problems at the work place which affect their morale and the level of job satisfaction.

The employees may or may not disclose their identity when they deposit their complaints in the suggestion box.

* Emotional and Spiritual Quotient

Emotional quotient was proposed and explained by Wayne Payne in 1985.

EQ is Measure of a Person's emotional intelligence. EQ involves the degree of self-confidence, risk taking ability, Resilience to overcome stress and to handle tough situations.

Spiritual Quotient

Spiritual quotient is described as a measure that look at a Person's spiritual intelligence.

Spiritual quotient consist of honesty, integrity, and ethical values of the employees.

* Factor's Influencing EQ and SQ

1. Nature of an Individual :-

The inborn qualities of an individual can influence EQ as well as SQ.

Some persons may have inborn negative instincts, and such persons may have low or no control over their emotions.

2. Nature and character of Superiors :-
Transformational Leaders can enhance EA and SA of subordinates.
The transformational leader can act as role model to subordinates to enhance their EA and SA.

3. Training -
Professional organisations focus on individual development in the organisation. It plays important role in development of positive attitudes, societal interest can enhance EA & SA.

4. Socio-cultural Environment -
The socio-cultural environment prevailing in the society may influence EA and IA of the individuals. Progressive societies encourage freedom of speech, honesty and integrity. It helps to develop EA and IA.

5. Yoga and Meditation :-
Practising of yoga techniques can help to enhance EA and SA level of individuals, but not always so, as some of the so called yoga gurus criticize certain human tendencies without really understanding the core cause of the problem.

6. Organisational Environment :-
The environment prevailing in the organisations may affect the EA and SA of employees.

Example:- The top management Shows care and concern towards the employees and when they are supportive of the employees welfare, the employees may enhance their EQ and SQ.

7. Reward and Recognition System:- Professional organisations recognise and value the worth of people. These organisations encourage employees to grow. The professional organisations develop reward and recognition system that encourage honesty, integrity, commitment and dedication. Therefore, the employees would make efforts to enhance their EQ and SQ.

8. Age and Experience:- Age and Experience of individual employees influence EQ and SQ. As people mellow with age, they get a rich experience of realities of life, and they become more matured in terms of EQ and SQ.

9. Traumatic Situations:- Traumatic situations may transform some individuals to be more matured in terms of EQ and SQ.

Example:- Unethical person's may give up unethical or corrupt practices when they face traumatic situations such as untimely death of family member

* Employee Grievances

Meaning of Grievance

Grievance is any work-related dissatisfaction expressed in writing by an employee.

Definition? -

Dale Yoder defines "Grievance is a written complaint filed by an employee and claiming unfair treatment."

* Causes of Employee Grievances

1. wages and Salaries :-

The company may not pay wages and salaries as agreed upon.

wages and salaries related issues that result in employee grievances are :-

- * Delay in Payment of wages
- * Inadequate Payment for overtime
- * No revision of wages & salaries
- * Inadequate Bonus.

2. Working conditions :-

Employees may get dissatisfied due to poor working conditions such as :-

- * Poor lighting
- * Faulty Ventilations
- * Poor Sanitation Facilities.

3. Welfare facilities :-

There may be lack of welfare facilities or inadequate welfare facilities. Such as :-

- * Poor Canteen facilities
- * Lack of Recreation facilities
- * Lack of rest rooms etc.

4. Nature of Superiors :-

The quality of Superiors can be cause for employee grievances. The Superiors may be dominating in nature. They may show little or no respect to the subordinates.

5. Nature of work :-

At times, some workers may be highly stressed due to work overload. The work overload not only affects morale, but it can also be cause of employee grievance.

6. Personnel Policies :-

The Problems relating to Personnel policies can lead to employee grievances.

Problems ~~is~~ included :-

- * Faulty Placements
- * Inadequate training facilities
- * Poor Performance Appraisal
- * Favouritism in Promotion

7. Disciplinary Action :-

Management may take disciplinary action on certain employees. The employee may be issued a

a show-case notice, suspension from work, demotion, cut in pay.

Management may take disciplinary action in respect of Absenteeism Reporting late to work. The employee may feel that he is wrongly victimized and therefore he may file a written complaint before grievance committee.

8. Favouritism :-

The management adopt unfair practices of favouritism.

Example :- a superior may promote his relative and friend instead of another deserving employee.

In such case affected employee may file a grievance with the grievance committee.

9. Leave Problems.

Employees may not be granted proper leave by the management.

The management may consider paid leave as non paid leave and may deduct wages or salaries of certain employees.

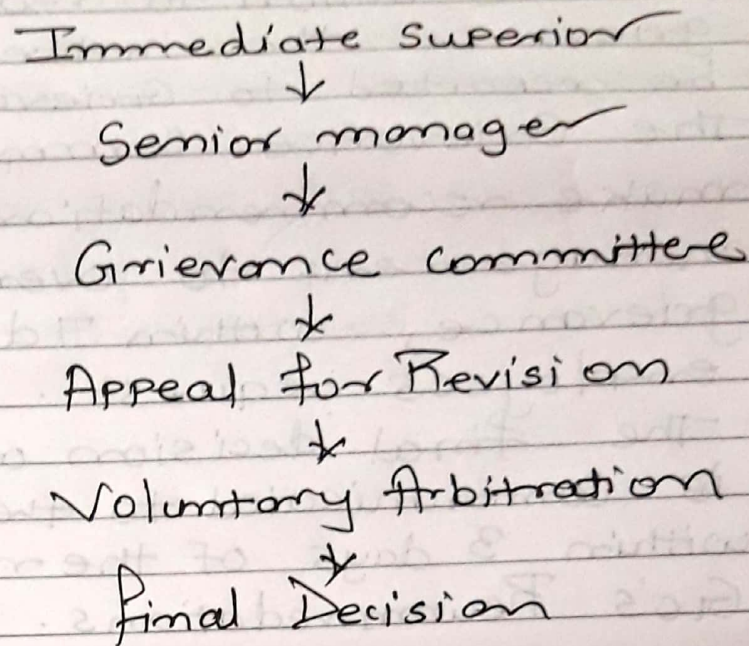
In such case affected workers may file a grievance with grievance committee.

10. Other Causes of grievances :-

- * changes in work schedule
- * Break in service
- * Poor health & safety Measures.

* Procedure for Grievance Redressal

Steps in Grievance Procedure



Stage 1 :- Resolving by Immediate Superior :-

The employee present his grievance to his immediate superior. The superior may take suitable action if he is empowered to do so. If grievance is not resolve then he may resort to second stage. Normally, the grievance is to be redressed within 48 hours (2 days)

Stage 2 :- Resolving by Senior Manager

If immediate superior is unable to redress the complaint then the matter will be handed over to senior manager.

The grievance is to be redressed within 3 days of the presentation of grievance.

Stage III - Resolving by Grievance Committee

If Senior manager fails to take suitable action to redress the grievance. The matter will then be reported to Grievance Committee. The Grievance Committee members make recommendations to the management to overcome the grievance, within 7 days of the employees request.

The final decision of the Management is communicated to the employee within 3 days of the receipt of G.C's Recommendations.

Stage IV - Appeal for Revision

If the Management decision is unsatisfactory, the employee has the right to appeal to the management for revision.

The management may review its decision and communicate to the employee within 7 days of the presentation of employees appeal for Revision.

Stage V - Voluntary Arbitration

If the employee is not satisfied with the Revised decision of the management, the worker's Union and Management may prefer Arbitrator for final Decision. The Arbitrator will be binding on both the parties.

Stage VI - Final Decision

The arbitrator goes through the grievance and the decisions taken at the earlier stages, He will hold deliberations with the Management and the workers union. Finally Arbitrator gives his ruling, which is normally final and binding on both the parties.

* Employee Welfare Measures

The Factories Act, 1948 states "Labour Welfare" refers to the facilities provided to workers in and outside the factory premises such as canteens, Rest and Recreation facilities housing and others."

I] Statutory Measures | Welfare Schemes

1. Drinking water :- To provide safe drinking water to the employees.
2. Facilities for sitting :- In every Organisation, especially factories, suitable Seating arrangements are to be provided. The facility for sitting enables employees to rest during rest breaks.
3. First Aid Appliances - The first aid appliances are to be provided for any minor accident or physical hurt to an employee.
4. Latrines and Urinals :- Sufficient number of latrines to be provided and are to be maintained in hygienic condition.
5. Canteen Facilities :- To provide canteen facilities in the factories to provide hygienic and nutritious food to the employees.

6. Lighting and Ventilations :-

Proper and sufficient lights are to be provided for employees so that they can work safely.

7. Washing places :-

Adequate washing places such as bathrooms, wash basin with tap are to be provided to the workers.

8. Changing rooms -

Adequate changing rooms are to be provided to change their clothes in the factory area and office premises.

9. Rest rooms :-

Rest rooms should be provided to workers to relax and restore their energy.

10. Maternity Leave -

Maternity leave should be provided to employee for taking care of the child. leave for 12 weeks.

II] Non Statutory Schemes

1. Personal Health care -

To provide facility for the Regular Medical check-ups.

2. Flexi-time.

To provide flexible work schedules to support employee personal life needs.

3. Prevention of Sexual Harassment - (POSH) policy should be introduced to protect the female employees from sexual harassment.

4. Educational Facilities

Some organisations set up schools for the benefit of the children of the employees.

5. Housing Facilities -

Some large organisations provide housing facilities to the employees to improve productivity & to reduce absenteeism.

6. Transportation Facilities -

To provide buses to carry the workers.

7. Recreation Facilities -

To provide indoor games to boost health & bonding among the workers.

8. Medical Facilities -

Free medical aid should be provided to the sick workers. Or organisations have to maintain a hospital with a few beds.

* Employee Health and Safety Measures

The following are some of the health and safety measures to be adopted by organisations.

1. Fire Protection :-

For protection against fire, the factory building should be fire proof. Fire Alarms and fire extinguishers should be installed at the right places. Special exits and stairs should be provided to overcome the physical harm in the event of fire.

2. Protective clothing and Safety Gears :-

Protective clothing should be supplied to the workers to make them comfortable and to avoid accidents. Safety gears include eye wear, hand gloves, safety boots, face shields, helmets, etc.

3. Placement of Machines :-

Accidents may take place due to over-crowding of machines and equipment at the work place. Therefore there should be fairly safe distance between two machines.

4. Maintenance of Safety Devices and Machines -

The safety devices should be checked from time to time. Any defect in safety devices should be removed.

5. Lighting & Ventilation -

Bad lighting can cause accidents and affect the performance of the workers. Therefore lighting systems in the factory should be carefully designed.

The work place must be properly ventilated to maintain good temperature and to ensure fresh flow of air.

6. Safety Education and Training -

There should be proper training to the employees in respect of health & safety.

Training should be provided in respect of handling the equipments and materials and use safety devices.

7. Safety Engineering -

It includes :-

- * Fencing of dangerous machines
- * Proper handling and flow of materials
- * Ergonomics - the science to improve man-machine environment.
- * Good housekeeping - safe passages, proper flooring.

8. Safety Discipline :-

The management ensure safety discipline through the organisation. The top management or the the Safety Committee must communicate the safety rules to the employees.

9. Safety policy & Programme.

It gives details in respect of :-

- * What must be done to ensure health & safety of workers ?
- * How Safety Measures must be undertaken ?
- * When Safety Measures Must be taken ?
- * who would responsible for safety Measures ?

10. Safety Committee :-

The organisation must appoint Safety Committee to monitor the Working of health and Safety Measures and to suggest Necessary Measures to improve health and safety of the workers.

- * Functions of Safety Committee
 - Conducts Safety inspection.
 - Undertakes health Programmes including Medical camps.
 - Provide Safety training to the employees.

11. Health and Recreation Facilities 2.
These include :-

- * Facility for medical check-up
- * Provision of first-aid
- * Health centers or gyms
- * Rest Rooms.

12. Employee Involvement -
There should be active involvement of the employee in the Safety Programme. The employee should be given involved in giving their views and opinion regarding Health & Safety Measures.