Chapter 5

GRIEVANCE AND GRIEVANCE HANDLING

5.1 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 dissatisfaction that adversely affects organisational 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 organizations, 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.

5.1.1 Causes of Grievances:

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

1. Concerning Working Conditions:
   i. Unsafe and unpleasant working conditions.
   ii. Inadequate toilet facilities, dirty toilets, etc.
   iii. Non-availability of necessary raw material, tools and machines.
   iv. Misfit between worker’s ability and job.
2. Concerning Management Policy and Practices:-

i. Wage rate and its payment.
ii. Incentive.
iii. Seniority.
iv. Promotion.
v. Transfer.
vi. Fines, punishments and penalties.

3. Concerning Violation of Rules and Regulations:-

i. Organizational rules and regulations.
ii. Civic laws.
iii. Past practices.

4. Concerning Personality Traits:-

i. Fault-finding attitude.
ii. Over-ambitious.
iii. Mental-tension.
iv. Negative approach to life.
v. Excessive ego feelings.

5.1.2 Forms of Grievances: There may be three forms of grievances in an organization 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.

5.1.3 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 workplace.

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.

5.2 GRIEVANCE PROCEDURE:

In an organization, employees facing problems must be listened carefully and provided with prompt responses. For this an effective grievance procedure must be followed by the institution. Grievance procedure helps employees to raise their concerns, if any, about their job with the management. The concerns may be related to their working conditions, wages, leaves, promotions etc. There is a specific procedure adopted by every institution. This procedure is made well known to all the employees and they raise their grievances according to that procedure only. Employees can use the procedure freely without any fear.

5.2.1 Need for Grievance Handling Procedure:

1. Grievance procedure helps an organization to identify and the grievance, its nature and its causes.

2. It provides an organization with an established and well known method of processing grievances.

3. The procedure helps employees to show their feelings to the management. The problems which can’t be solved by the first line managers can be easily resolved by it.

4. It helps the management to detect faults in working conditions and take corrective measures for their settlement.

5. It helps in increasing employees’ morale and his productivity.

6. It helps in keeping a check on the employers if being biased against the workers, as their actions can be challenged by the employees.

7. It helps the management to know the feelings and opinions of their employees about the rules and regulation of the organization.

8. It provides uniformity in the grievance handling.

9. It helps in solving conflicts and disputes within an organization and thus strengthening good industrial relations.
5.2.2 Steps followed in Grievance Handling Procedure: To handle grievance in a systematic manner certain basic steps are followed as:-

![Figure 5.1: Steps in Grievance Handling Procedure](image)

**Prompt Actions**

- **Identification of the Problem**
- **Defining Correctly**
- **Collection of Facts**
- **Analysing and solving the cause of Grievance**
- **Implementation and Follow up**

1. **Prompt Actions:** The sooner the problems are solved, lesser the impact they have. So it’s necessary to settle down the problem as soon as it arose. The first line manager must be trained to recognize and solve such problems promptly and properly.

2. **Identification of the Problem:** The supervisor has to identify the problem first, as every time the grievance expressed must not be legitimate, it’s possible that the grievance expressed by the employees may be imaginary, emotional or vague.

3. **Defining Correctly:** The problem once identified must be defined properly and accurately by the management.

4. **Collection of Facts:** Collection of relevant facts and data from all parties related to grievance is done under this step. The information thus collected is classified as facts, opinions and feelings to avoid distortion of the data.

5. **Analysing and solving the cause of Grievance:** After collection of facts, the facts are analysed, to find out the real cause of grievance. Once the cause is identified, the alternative solutions to the problem are developed.
and the best one is selected, to settle the grievance and prevent its reoccurrence.

6. Implementation and Follow up: The decision so selected is communicated to the employees and implemented immediately by the effective and efficient authority. After implementation the follow up must be done at every stage, to ensure effective and quick implementation.

**Figure 5.2: Model Grievance Procedure**

5.3 INDUSTRIAL RELATIONS (IR):

Industrial relations denote the relationships between management and the workers concerned with industrial organization. It includes the relationship between management and union, management and employees, employees and union etc. The parties involved in industrial relations had to work in cooperation and with accordance with each other. It covers the aspects related to trade unionism, collective bargaining, grievance and grievance handling, industrial disputes etc.

Thus industrial relations may be referred to a dynamic and developing concept which is not limited to be general web of relationships normally obtaining between employers and employees- a web much more complex than the simple concept of labour capital conflict.\textsuperscript{4}

There are mainly two sets of factors determining the state of industrial relations (whether good or poor) in any country. The first set of factors, described as ‘institutional factors’ includes “pattern and pace of labour legislation, policy of the State relating to labour and industry, extend and stage of development of trade unions and employers’ organisations and the type of social institutions. “The other set of factors determining industrial relations, described as ‘economic factors’ include “the nature of economic organisation (capitalist, socialist-individual ownership, company ownership or government ownership), capital structure including technology, the sources of demand and supply in the labour market, the nature and composition of labour force etc.\textsuperscript{5}

5.3.1 Significance of Industrial Relations: Effective industrial relations aim at maintaining harmonious relations between employees and management. It generates industrial peace within the organization, which is necessary for better and higher production. A sound industrial relation is necessary for the following reasons:-

1. **Uninterrupted Productivity:** Good IR ensures continuity of production by making optimum utilization of available resources. It provides continuous employment opportunities for all from workers to managers. It also makes an uninterrupted flow of income for all.

2. **Promotes Industrial Democracy:** Sound IR helps in establishing and maintaining true industrial relations in an organization through mutual cooperation and mutual negotiation among the management and employees.

3. **Reduction in Industrial Conflicts:** Disputes lead to dissatisfaction among employees which reflects in the form of lockouts, strikes and other
grievances. Good industrial relations help in reducing such unrest among workers and thus promoting cordial and peaceful relations inside the organization.

4. **High Morale:** IR helps in boosting up the morale of employees. Employees feel themselves as the owner of their company and coordinate their interest with companies’ interest.

5. **It Facilitates Change:** Sound IR helps in creating a climate of cooperation, team work, and confidence among workers which helps them to make fullest use of modern innovations, inventions and other technological advancements. It helps the employees to adapt themselves to the changes more rapidly and easily.

6. **Discourage Unfair Practices:** Due to cordial relations between management and workers, unfair practices on part of both of them are discouraged. IR acts as a machinery to solve problems, if arise, within an organization through mutual understanding and negotiations.

5.3.2 **Essentials of Good Industrial Relations:** The main aim of industrial relations is to maintain cordial relations between employees and the management and to maintain good industrial relations certain conditions must be fulfilled, which are as:-

1. **Strong and Organized Employees’ Union**- There should be a well organized and strong employees’ union present in an enterprise. A weak union can easily be ignored by the employers.

2. **Mutual Trust**- There should be an atmosphere of mutual cooperation within the organization, so that both the management and trade unions may willingly deal with their problems freely, confidently and with mutual respect.

3. **Sound Personnel Policies**- Personnel policies serve as a guide for personnel matters and for their effective implementation, they should be formulated in consultation with the employees and their representatives. Personnel policies must be uniform throughout the organization and must clear to everyone.

4. **Role of Government**- Government should play an active role in formulation and implementation of policies related to economic and social measures affecting IR. If the management or trade unions are unable to solve their disputes, government should interfere to settle those disputes and to restore industrial harmony in the organization.
5. **Training of Supervisors**- Supervisors must be given proper training to ensure that the organizational policies are implemented properly within the organization.

6. **Sincere Execution of Agreements**- The mutual agreements between management and the worker’s must be executed sincerely. As if, the agreements are not executed then both the parties involved, stop trusting each other in future.

5.3.3 **Cause for Poor Industrial Relations**: The various causes for poor industrial relations in organizations are as:-

1. **Poor Compensation and Working Conditions**- Employees work for earning compensation in the form of salary, wages, commission, or other benefits and if not provided with proper compensation may cause unhealthy relationships between workers and management. Even poor working conditions with inadequate infrastructure also serve as a source of industrial conflicts.

2. **Nature of work**- A worker loves to work if it’s interesting and completes it with full devotion. This results in job satisfaction and creates a healthy relationship between labour and management. On the other hand an uninteresting nature of work gives birth to dissatisfaction and frustration and causes poor industrial relations within an organization.

3. **Organizational causes**- Non-recognition of trade unions, improper communication system, unfair practices, faulty grievance handling procedures etc are some of the causes that result in poor IR.

4. **Psychological Reasons**- Psychological reasons such as lack of job security, non fulfillment of needs related to survival and maintenance of human life may worsen the industrial relations.

5. **Ineffective Trade Unions**- The main aim of trade unions is to safeguard the employees’ interest but in case of multiple unions, politicisation and inter union rivalry makes these trade unions ineffective to perform their work. Unions are used by some of the leaders to serve their own purpose, which decreases the faith of employees on them and their functioning. Thus gives birth to unrest among workers and management.
5.4 INDUSTRIAL DISPUTES:

Good industrial relation is a key to success. The ultimate goal of an organization can be achieved successfully in a peaceful and cooperative atmosphere. But the relationship between labour and management are based on contrasting demands and divergent views. Management wants to achieve maximum productivity with minimum resources, while employees want to earn more and have fair share in net profit. These opposite views give rise to industrial disputes and conflicts.

Poor industrial relations often end up with industrial disputes in the form of strikes, lockouts, gheraos etc. According to Section 2 (k) of the Industrial Disputes Act, 1947, the term ‘industrial dispute’ means “any dispute or difference between employers and employers or between employers and workmen, or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment and conditions of employment of any person.” Industrial disputes always harm both employees and management and are always against their interest. Poor IR de-motivates employees and thus results in decreased production.

Hence, it may be concluded that, industrial disputes are symptoms of industrial unrest in the same way that boils are symptoms of a disordered body. 6

5.4.1 Types of Industrial Disputes: The various forms of industrial disputes are as--:

1. **Strikes:** It means a cessation of work by a body of persons employed in an industry acting in combination; or a concerted refusal of any number of persons who are or have been so employed to continue to work or to accept employment; or a refusal under a common understanding of any number of such persons to continue to work or to accept employment. 7

2. **Lock-out:** Lock-out means the closing of a place of employment or the suspension of work, or the refusal by an employer to continue to employ any number of persons employed by him. 8

3. **Gherao:** Gherao is a form of industrial action in India in which workers imprison their employers on the premises until their demands are met. 9

4. **Picketing:** Under picketing workers are prevented from entering their work places. Some workers who are on strike stand at the entrance of their work places along with the banners or play cards in connection with disputes, to
drew attention of the general public and prevent their workers to work and persuade them to join the strike.

5. **Boycott:** The main aim of boycott is to disrupt the normal functioning of an organization. Workers are forcefully appealed by the strikers to withdraw their cooperation with the employer and are prevented from entering the workplace. The workers may also boycott their company products and may appeal the same to the general public. This forces management to accept the demands of striking workers as if affects the marketability of their products.

The various causes of industrial disputes can be divided into two categories i.e. economic and non-economic cause. Economic cause includes causes related to increase in wages, allowances, bonus, gratuity, higher share in industrial profits etc. On the other hand non economic causes include demand for proper working conditions, adequate working hours, advanced infrastructure etc. Industrial disputes have adverse effects on the organization as it creates unrest and unnecessary tension within an organization due to which employees may lose their faith on management and vice versa. Sometimes industrial disputes result in strikes, band, lockouts which decreases the rate of production and hence creates economic loss.

These industrial disputes can be prevented through various measures like including worker’s participation in management by giving them right to have a say in the decision process of the organization. Some of such schemes are Works Committee, Joint Management Councils, Joint Councils. A code of discipline can also be led down to assert cordial relation within the organization. Several tripartite bodies have been set up at central, state and national levels. These committees are composed of labour experts along with the representatives of employers and employee. The main objective of these committees is to establish peace by settling down the differences and misunderstandings between management and unions which crop up from time to time. The Indian Labour Conference (ILC) and the Standing Labour Committees (SLC) are the two important tripartite committees functioning in India. Grievances if arise within the organization shall be redressed as soon as possible. Collective bargaining can also act as a powerful measure to avoid industrial disputes.

5.4.2 **Industrial Disputes- Settlement Measures:** There are chances when employers and employees fail to sort out their differences themselves. Under
such situation, the Industrial Disputes Act, 1947 provides a legalistic machinery to settle such dispute. The machinery comprises of three acts:-

1. **Conciliation:** Conciliation or mediation refers to the process under which the representatives of employers and the employees are brought together before the third party, which persuade them for voluntary settlement of the dispute. The main objective of conciliation is to settle conflicts promptly and effectively.

2. **Arbitration:** On the failure of conciliation process, the disputants agree to refer their dispute to a neutral third party known as arbitrator, who is appointed by the parties themselves. Arbitration process is different from conciliation process as the judgement given on industrial dispute by conciliator only helps the disputing parties to reach at a decision while the arbitrator gives his judgement on a dispute to the parties. The arbitrator listens to both the disputing parties and then gives his judgement on it which is acceptable to all parties. However, he does not enjoy any judicial powers. He submits his judgement to the government within 30 days. Thereafter, the government publishes his judgement within 30 days of its submission and becomes enforceable after 30 days of the publication.

3. **Adjudication:** If despite efforts of the conciliation officer, no settlement is arrived at between employer and the workman, the Industrial Dispute provides for a three tier system of adjudication viz. Labour Courts, Industrial Tribunals and National Tribunals under section 7, 7A and under section 7B respectively. Labour Courts have been empowered to decide disputes relating to matters specified in the Second Schedule. These matters are concerned with the rights of workers, such as propriety of legality of an order passed by an employer under the standing orders, application and interpretation of standing orders, discharge or dismissal of workman including reinstatement of grant of relief to workman wrongfully discharged or dismissed, withdrawal of any customary concession or privilege and illegality or otherwise of a strike or lockout. The Industrial Tribunal are empowered to adjudicate on matters specified in both the Second and Third Schedule i.e. both rights and interest disputes. The jurisdiction of the Industrial Tribunal is wider than the Labour Courts. In case of disputes which in the opinion of the Central Govt. involve question of national importance or is of such nature that workers in
more than one state are likely to be affected. The Act provides for constitution of National Tribunals.\textsuperscript{10}

5.5 TRADE UNIONS:

A labour union or trade union is an organisation of workers formed to promote, protect, and improve, through collective action, the social, economic, and political interests of its members.\textsuperscript{11} Thus trade union may be regarded as a group of workers in a particular industry aiming to negotiate with their employers over issues related to over pay, working hours, job security, health facilities and other fringe benefits. They are the voluntary associations formed to protect the interest of their members and promote their welfare.

A trade union refers to, any combination, whether temporary or permanent, formed primarily for the purpose of regulating the relations between workmen and employers, or between workmen and workmen, or between employers and employers, or for imposing restrictive conditions on the conduct of any trade or business, and includes any federation of two or more trade unions.\textsuperscript{12}

5.5.1 Objectives of Trade Unions: The main objectives of forming trade unions by the employees are to ensure that fair wages and other benefits are being provided to each employee in accordance to the other employees in the same community. Trade unions pressurize the management to provide basic facilities to the employees such as lightning, sanitation, ventilation, drinking water, safety equipments etc. They help employees to fight against the improper implementation of the personnel policies regarding promotions, transfers, recruitment, training, etc. Another objective of trade unions is to sort out the industrial dispute between employees and employer. Due to the involvement of trade unions, supervision procedure has become more democratic. Now the employees can file a grievance against their employer in case of any mistreatment. The grievance redressal procedures are also made in a prompt way through a proper channel now.
5.6 GRIEVANCE & GRIEVANCE HANDLING PROCEDURES IN CPP MILL, LALKUAN

Keeping in view the above discussed components of Grievance and Grievance handling procedures the same is being discussed here by the researcher in context with CPP mill, Lalkuan. Grievances, if faced in CPP are handled through a proper channel which is shown through a flow chart as:

**Figure 5.3: Grievance Handling Procedure in CPP**

- Problem
  - Supervisor
    - Superior
      - HOD
        - Personnel Department
          - Counselling
            - Written Statement
              - Domestic Enquiry
                - Legal Action
                  - Counsellation Officer
                    - Labour Court
The flow chart above shows that, if an employee in CPP Lalkuan faces any type of grievance he will get it solved through a proper channel. He’ll first go to his supervisor with his grievance and if possible the supervisor will try to solve his problem but in the other case, if problem is not solved, the supervisor will send the problem to his superior and through superior it will be transferred to the HOD. If again, the problem remains unsolved, HOD will transfer the grievance to the Personnel Department.

Once, the grievance reaches to the personnel department, both the representatives of the trade union and employers are called together to settle down the grievance. But if the grievance is not settled again, it is taken to the Deputy Labour Commissioner by the trade union. The commissioner takes written statement of both the parties and goes for domestic enquiry for taking certain legal actions. At last the Counsellation Officer takes the grievance to Labour Court for settlement, and the grievance changes into a dispute between employees and company.

There are various Trade Unions in CPP Mill, Lalkuan, working for the favour of employees which help in maintaining good and harmonious relations between employees and employers. The different Trade Unions in CPP, Lalkuan are as:

5.6.1 Collective Bargaining in CPP Mill, Lalkuan

Collective Bargaining helps both the employees and employers to reach an agreement to regulate the terms and conditions of employment. Both the representatives of employers and employees (leaders of Trade Unions) they make joint decisions regarding these terms and conditions. Similarly a Tri-annual agreement between Trade Unions and Management on demand charter of trade unions (for the welfare and up-liftment of the mazdoors/employees of the organization) is being made. Last agreement was effective upto 31st Jan.2012.

In the month of January12 trade unions in CPP submitted the demand charter to the management. After long discussions / negotiations both the parties reached to a mutual consent on the issues raised by Unions and a settlement for registration was submitted at DLC office under Industrial Dispute Act which is enforced from 1. Feb.2012 to 31. Jan 2015.

5.6.2 Disputes in CPP Mill, Lalkuan

The last major dispute in CPP arose due to the reduction in bonus percentage which resulted due the economic crisis faced by the company at that time. The labour union started to go slow and refused to work overtime, hence the production got hampered and thus the losses increased. The management took hard decision to lock out the mill against the illegal strike and go slow tactics of the workers. The mill remained under lockout for 65 days. During this period meetings, discussions & negotiations at different levels took place and finally it was agreed to start the mill under the jurisdiction of the court in this matter. The workmen were given 8.33% bonus and one month salary/wages as an advance to meet out their burning problems. Since, 1998 till now no such Industrial dispute has arose in CPP.
### Table 5.1: Feedback of Executives on Grievance & Grievance Handling in CPP

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Communication Procedure</td>
<td>10%</td>
<td>50%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Higher Grievance Frequency</td>
<td>Nil</td>
<td>20%</td>
<td>80%</td>
<td>Nil</td>
</tr>
<tr>
<td>Formal Channel for Grievance Redressal</td>
<td>Nil</td>
<td>50%</td>
<td>30%</td>
<td>20%</td>
</tr>
<tr>
<td>Causes of Grievance</td>
<td>Work Group 40%</td>
<td>Work Environment 30%</td>
<td>Salary 10%</td>
<td>Supervision 20%</td>
</tr>
<tr>
<td>Proper record maintenance of Grievance</td>
<td>20%</td>
<td>30%</td>
<td>20%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Executives when questioned on the topics related to Grievance and Grievance Handling procedures in CPP, the feedback were as: When they were asked whether the communication process is effective in CPP or not 10% were very true while 50% were true and 20% answered as not true. When they were asked how often they face grievance in CPP, 80% gave answer as partly true. And when the reason for grievances was asked 40% said the cause was related to work group, 30% related to work environment, 10% salary and 20% supervision. Then executives were questioned that whether any formal channel is being set up in the organization or not along with the proper maintenance of the record of these grievances, 50% executives said that it was true that formal grievance redressal channel is present while 20% were very true and 30% true for the proper maintenance of the grievance records.
Table 5.2: Feedback of Skilled Employees on Grievance & Grievance Handling in CPP

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with Recent Appraisals</td>
<td>14%</td>
<td>51%</td>
<td>33%</td>
<td>2%</td>
</tr>
<tr>
<td>Awareness of Grievance Redressal Committee</td>
<td>44%</td>
<td>37%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Causes of Grievance</td>
<td>Work Group 13%</td>
<td>Work Environment 17%</td>
<td>Salary 56%</td>
<td>Supervision 14%</td>
</tr>
<tr>
<td>Satisfaction with Grievance Redressal System</td>
<td>28%</td>
<td>48%</td>
<td>20%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Table 5.3: Feedback of Unskilled Employees on Grievance & Grievance Handling in CPP

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with Recent Appraisals</td>
<td>6%</td>
<td>74%</td>
<td>20%</td>
<td>Nil</td>
</tr>
<tr>
<td>Awareness of Grievance Redressal Committee</td>
<td>25%</td>
<td>48%</td>
<td>26%</td>
<td>1%</td>
</tr>
<tr>
<td>Causes of Grievance</td>
<td>Work Group 11%</td>
<td>Work Environment 7%</td>
<td>Salary 58%</td>
<td>Supervision 24%</td>
</tr>
<tr>
<td>Satisfaction with Grievance Redressal System</td>
<td>12%</td>
<td>53%</td>
<td>35%</td>
<td>Nil</td>
</tr>
</tbody>
</table>

The questions when asked on Grievance and Grievance Redressal to the skilled and unskilled workers the feedback were as: Workers when asked about their satisfaction with the recent appraisal, 14% of skilled workers gave answer as very true, 51% true, 33% partly true while 2% gave answer as not true. On the other hand only 6% of the unskilled workers gave answer as very true, 74% as true and 20% as partly true. Workers when enquired whether they were aware of the
grievance redressal committee in CPP 44% of skilled workers gave answer as very true while only 25% of the unskilled workers gave answer as very true. Workers then were asked about the causes of their grievances 13% of the skilled workers gave the cause as work group, 17% as work environment, 56% as salary and 14% as supervision. While the causes for unskilled workers were as 11% work related to work group, 7% work environment, 58% as salary and 24% as supervision. Then the workers were asked whether they are satisfied with the grievance redressal system or not 28% of skilled workers gave answer as very true, 48% as true, 20% as partly true and 4% as not true. On the other hand unskilled workers gave answer as 12% very true, 53% true and 35% as partly true.

5.7 CONCLUSION:

So in simpler words we can conclude that Grievance is such a situation which leads to dissatisfaction among the workers working in an organization which can be due to many reasons such as dissatisfaction related to working conditions, management policy, violation of rules and regulations etc. And if these grievances are not heard and redressed properly can lead to various industrial disputes like lockouts, strikes, boycott, gherao etc. So in order to avoid such conditions every organization has its own grievance handling procedure and a proper grievance handling procedure helps in maintaining good industrial relations between management and workers. Trade unions formed in organizations also play a vital role in promoting and protecting interests of workers and thus maintaining cordial relations between workers and management of that organization. If in case, industrial disputes are not settled easily then they are settled through various measures like conciliation, arbitration etc.

So Keeping in view the general grievance and grievance handling procedures it is found that CPP is also having a set grievance handling procedure in its organization but through the feedbacks being received through the above tables it can be concluded that many unskilled workers in comparison with the skilled workers are not very much aware about the grievance redressal committee present in CPP, how it works and how it can be helpful to them and due to their ignorance only they are not satisfied with the redressal committee.
REFERENCES:


7. Section 2(a) of the Industrial Disputes Act, 1947.

8. Section 2(i) of the Industrial Disputes Act, 1947.


12. Section 2(h) of the Trade Unions Act, 1926.

******