

CHAPTER - V

APPROACHES TO GRIEVANCE PROCEDURE.

CHAPTER - V

APPROACHES TO GRIEVANCE PROCEDURE

The Three Approaches :

One can classify an employee grievances into three broad approaches, legal, procedural and behavioural.

LEGAL approach deals with grievance issues by matching the problems with the existing Laws. They are concerned with the applicability of guidelines and Legal rules to specific situations, e.g. Examining whether the employee's conduct or management's actions are valid as per the laws in force or whether the required procedures have been complied with.

The PROCEDURAL approach is mainly limited to installing a conflict handling procedure, creating a setting where parties heard and specific cases decided. Due process systems, monthly communications systems, union management committee for grievance handling would be examples of procedural approach.

The third approach is BEHAVIOURAL rather than referring to existing rules and procedures, the behavioural approach and analysis, the behaviour of different parties involved, starting with conflicts and ending with material

and attitudinal outcomes. From the behavioural prospective, the relevant question is how the people act and react while handling grievance issues and understand effective relationships.

Dynamics of Resolution of an issue :

In the DYNAMICS of Resolution, it is found that for individual grievances, inter personnel channels such as speaking to the supervisor, gives a better results and more satisfactory resolutions.

For Policy Grievances :

Inter personnel channels are not particularly effective in bringing about changes. The inter personnel channels can help employees re-examine their ideological stands or help them cope up with the organisation changes. But policy changes in dissatisfying situations can be brought about only if appropriate organisational mechanisms are available, where the existing framework can be critically reviewed.

Does it always satisfy an employee if his  
Grievance is resolved ?

It may not. The employee may be seeking satisfaction more out of the process in which his grievance .

is handled rather than the outcome of the solution. May be the employee is not at all looking for a solution to his stated problem. For example, he may be looking for attention or recognition and he is raising a grievance just to invite attention. In that case, attentive listening to the employee may well give him what he is seeking.

The campaign that managements mostly launch has to be towards manging the grievances and not to distroy them.

Managements must evolve a strategy to manage grievances, to find the optimal mix of satisfiers and frustraters to achieve motivation that will make them involved in work, better performers. Sometimes mere satisfaction is enought. Frustration alone may creat total demoralisation. They must supplement one another, to creat optimum performance that can be achieved through a carefully worked out grievance policy which takes into account the objectives of the organisation and the aspirations of the employees - The human resources of the organisation. Capability of Supervision at all levels to work this policy is the basic supervision elements which will determine its operational success or otherwise.