

UNIT-VII (Integration)

Outcome of this Presentation

This Presentation will cover CO6

Statement of CO6 is as follows:

Apply good Human Relation Policy to improve work culture in industries.

Human Relations and Industrial Relations

The term "industrial relations" is different from "Human Relations".

Industrial relations refer to the relations between the employees and the employer in an industry.

Human relations refer to a personnel- management policy to be adopted in industrial organisations to develop a sense of belongingness in the workers improves their efficiency and treat them as human beings and make a partner in industry.

Industrial relations covers the matters regulated by law or by collective agreement' between employees and employers. On the other hand, problems of human relations are personal in character and are related to the behaviour or worker where morale and social elements predominated. Human relations approach is personnel philosophy which can be applied by the management of an undertaking. The problem of industrial relations are usually dealt with at three levels— the level of undertaking, the industry level and at the national level. To sum up the term "Industrial Relations" is more wide and comprehensive and the term "Human Relations" is a part of it.

Development of Healthy Labour-management Relations

1. The existence of strong, well-organized, democratic and responsible trade unions and association of employers. These associations also tend to create vantage grounds for negotiations consultations and discussion on a mutual basis which ultimately lead to good labour-management relations.
2. Spirit to collective bargaining and willingness to take recourse to voluntary arbitration. Collective bargaining recognizes equality of status between apposing and conflicting groups and prepares the ground, in an atmosphere of trust and goodwill, for discussions, consultation and negotiation on matter of common interest to both industry and labour.
3. Welfare work – whether statutory or non-statutory – provide by the state trade unions and employers to create maintain and improve labour management relations try to achieve peace in the industry.

Grievances

Grievances may be real or imaginary, valid or invalid, genuine and false. Broadly speaking a complaint affecting one or more workers constitutes a grievance. May relate to wages, the mode of payment, payment of overtime, leave, interpretation of service agreements, transfer, dismissal or discharge etc.

Sources of grievances

- Wage grievances
- Supervision
- Working conditions
- Concerning Individual Advancement
- Discipline
- Collective bargaining

Model Grievance Procedure

- Receiving and defining the nature of grievance.
- Getting the relevant facts, about the grievance.
- Analysing the facts after taking into consideration the economic, social, psychological and legal issues involved.
- Taking an appropriate decision after a careful consideration of all facts.
- Communicating the decision to the aggrieved employee. Whatever the decision, it should be followed up in order that the reaction to the decision may be known and in order to determine whether the issue has been closed or not.

Discipline

Discipline is action or inaction that is regulated to be in accordance (or to achieve accord) with a particular system of governance. Discipline is commonly applied to regulate the employees in context of Human Resource Management.

The basic guidelines to maintain discipline?

Firstly, it is proper formulation of rules and communication there of, because until people are aware of the rules how do we expect them to follow them. But knowing the rules won't be sufficient the basic thing is that the rules and regulations should be reasonable. Say for example, if the office has a rule that once an employee enters the premises he can go back only after say 5 in the evening, then in order to strictly comply with the norms it would be unreasonable if I force a sick person to stay back and not give him a half day leave. And then finally we need to keep a check if things are not going fine then we need to take disciplinary action.

Absenteeism

Employee Absenteeism is the absence of an employee from work. Its a major problem faced by almost all employers of today. Employees are absent from work and thus the work suffers. Absenteeism of employees from work leads to back logs, piling of work and thus work delay. There are various laws been enacted for safeguarding the interest of both Employers and Employees but they too have various constraints.

Causes of Absenteeism

Innocent absenteeism - Is one in which the employee is absent from work due to genuine cause or reason. It may be due to his illness or personal family problem or any other real reason.

Culpable Absenteeism - is one in which a person is absent from work without any genuine reason or cause. He may be pretending to be ill or just wanted a holiday and stay at home. The employers have got every right to enquire as to why an employee is absent from work. If an employee is absent because of illness he should be able to produce a doctor's letter as and when demanded.

Causes of labour Turnover: Avoidable causes

Labour turnover refers to the rate at which employees leave employment. Labour turnover can be evaluated by relating the number of employees leaving their employment during a period of time to the total or average numbers employed in that period.

Causes of labour Turnover: Avoidable causes, Unavoidable causes

Avoidable causes

- (i) Lower wages;
- (ii) Bad working conditions;
- (iii) Unsympathetic attitude of the management;
- (iv) Lack of opportunities for promotion;
- (v) Lack of proper training;
- (vi) Improper manpower planning;
- (vii) Lack of proper incentives;
- (viii) Bitter relationship between management and workers;
- (ix) Lack of conveyance, accommodation, medical and educational facilities and recreational amenities etc.

Causes of labour Turnover: Unavoidable causes

Unavoidable causes:

Sometimes workers have to leave the organisation because of management requirements and administrative actions. They also leave their employment at their own will, that is, on personal reasons. In the latter case the management can do nothing but remains a helpless onlooker.

So, unavoidable causes may be administrative or personal.

(1) Administrative causes:

- (i) Termination of service due to indiscipline, insubordination, bad conduct etc.
- (ii) Retrenchment or lay-off due to shortage of resources, low demand for recession.

(2) Personal causes:

- (i) Change for better job;
- (ii) Death;
- (iii) Retirement due to old age;
- (iv) Change for better working conditions, better environment;
- (v) Change for secured job;
- (vi) Marriage, especially of women workers;
- (vii) Illness and accident rendering the worker permanently incapable of doing any work;
- (viii) Domestic need and responsibility etc.

Collective Bargaining

Collective bargaining is a process of negotiating between management and workers represented by their representatives for determining mutually agreed terms and conditions of work which protect the interest of both workers and the management.

According to Dale Yoder', "Collective bargaining is essentially a process in which employees act as a group in seeking to shape conditions and relationships in their employment".

Michael J. Jucious has defined collective bargaining as "a process by which employers, on the one hand, and representatives of employees, on the other, attempt to arrive at agreements covering the conditions under which employees will contribute and be compensated for their services".

Thus, collective bargaining can simply be defined as an agreement collectively arrived at by the representatives of the employees and the employers. By collective bargaining we mean the 'good faith bargaining'. It means that proposals are matched with counter proposals and that both parties make every reasonable effort to arrive at an agreement' It does not mean either party is compelled to agree to a proposal. Nor does it require that either party make any specific concessions.

Scope of Collective Bargaining

The scope of collective bargaining has steadily been widened since the early days of collective bargaining.

As trade unions move from a defensive function to the role of initiators of change, several transformations are bound to take place. Management prerogatives based on the functional requirements of the companies are being redefined in a more pragmatic and flexible fashion. Now union leaders feel that it is not wise to build a fence round the rights and responsibilities of management on the one hand and the union on the other. The area pattern of bargaining has moved from simple style plant bargaining to region-wise and finally to dramatic industry-wise negotiation.

Each organisation has evolved its own stylize of collective bargaining, reflecting its particular values and cultural characteristics. This company-wise, industry-wise or region-wise diversity in subjects and issues is due to various factors, viz. (i) enlightened and sympathetic attitude of management in some companies than the other ones (ii) relative strength of the union (iii) sound financial position of the company (iv) increased profit (iv) increased production and productivity (vi) favourable attitude of conciliation officers in different regions (vii) favourable market conditions. Thus, the scope of negotiable issues is constantly expanding and the contents of agreements are accordingly experiencing a process of innovation and revitalization.

Objectives of Collective Bargaining

The basic objective of collective bargaining is to arrive at an agreement between the management and the employees determining mutually beneficial terms and conditions of employment.

This major objective of collective bargaining can be divided into the following sub-objectives:

1. To foster and maintain cordial and harmonious relations between the employer/management and the employees.
2. To protect the interests of both the employer and the employees.
3. To keep the outside, i.e., the government interventions at bay.
4. To promote industrial democracy.

Importance of collective Bargaining

- Collective bargaining develops better understanding between the employer and the employees.
- It promotes industrial democracy
- It benefits the both-employer and employees
- It is adjustable to the changing conditions
- It facilitates the speedy implementation of decisions arrived at collective negotiation

Role of trade unions in maintaining cordial Industrial Relations

- Unions carry out a number of functions. They negotiate on behalf of their members on pay scales, working hours and working conditions. These areas can include basic pay, overtime payments, holidays, health safety, promotion prospects, maternity and paternity rights and job security.
- Depending on the circumstances, unions may try to protect or improve workers' rights. They also provide information on a range of issues for their members, for instance on pensions. They help with education and training schemes and may also participate in measures designed to increase demand for the product produced and hence for labour.
- Some also provide a range of benefits to their members including strike pay, sickness pay and unemployment pay. In addition many get involved in pressurizing their governments to adopt a legislation, which will benefit their members or workers in general, such as fixing a national minimum wage.
- Collective Bargaining
- The Basis of Wage Claims

THANK YOU