



INDUSTRIAL RELATIONS AND LEGISLATIONS

Subject Code – MBAHR314

By

Lakshmi M R

Assistant Professor

**Module 2 - Evolution of Labour Legislation in
India**

History of Labour Legislation in India

The history of labor legislation in India spans the British colonial period and the post-independence era, beginning with laws like the Factories Act of 1881 to regulate factory conditions and prevent worker exploitation. Following independence, the Constitution of India embedded social justice principles for workers, while subsequent legislation focused on industrial relations, welfare, and wages, culminating in recent efforts to consolidate existing laws into new labor codes.

Colonial Period (Pre-Independence)

1. Early Regulations (Before 1881)

- Labour laws were primarily designed to benefit British employers, focusing on trade and exploitation.
- The first notable regulation was the Apprentices Act, 1850, which aimed at recruiting young Indian workers as apprentices.

2. First Phase of Labour Legislation (1881 - 1919)

- Factories Act, 1881: Introduced to regulate child labour and working hours for women and children in factories.
- Factories Act, 1891: Revised the 1881 Act, further reducing working hours and improving working conditions.
- Workmen's Compensation Act, 1923: Provided compensation to workers for injuries sustained at work.

3. Second Phase (1919 - 1947)

- International Labour Organization (ILO) Influence: India became a founding member of the ILO in 1919, influencing labour reforms.
- Trade Unions Act, 1926: Legalized trade unions and allowed collective bargaining.
- Payment of Wages Act, 1936: Ensured timely payment of wages without unauthorized deductions.

• Post-Independence Era (1947 - Present)

1. Initial Developments (1947 - 1970)

- The Constitution of India (1950) guaranteed fundamental rights, including equality, non-discrimination, and the right to form unions (Article 19).
- Industrial Disputes Act, 1947: Provided mechanisms for the investigation and settlement of industrial disputes.
- Minimum Wages Act, 1948: Ensured minimum wage standards for workers

2. Growth and Consolidation (1970 - 1990)

- Contract Labour (Regulation and Abolition) Act, 1970: Regulated employment of contract labour.
- Equal Remuneration Act, 1976: Ensured equal pay for equal work for men and women.

3. Liberalization and Reforms (1990 - 2020)

- Economic liberalization in the 1990s led to changes in labour policies to attract foreign investment.
- Social Security and Welfare Measures - Employees' State Insurance Act, 1948 and Employees' Provident Fund Act, 1952 were strengthened for worker welfare.

- **Recent Developments (2020 - Present)** In 2020, the Government of India consolidated 29 central labour laws into 4 Labour Codes:
 1. **Code on Wages, 2019** – Standardizes minimum wages and payment of wages.
 2. **Industrial Relations Code 2020** – Regulates trade unions and dispute resolution.
 3. **Social Security Code, 2020** – Merges social security laws for organized and unorganized sectors.
 4. **Occupational Safety, Health, and Working Conditions Code, 2020** – Ensures safety and working conditions.

Concept of Labour Legislation

'Labour legislation' is a body of law formed for the working class of people to provide them with legal rights, and also restrict them with rules and regulations. It defines the rights and obligations of the working class. Labour law covers several areas.

Certification of Labour Unions - The Labour Union is issued with a formal document which ensures them the right to represent on behalf of all the labourers. This Union acts as an exclusive bargaining agent.

Collective Bargaining - The workers through their unions put demands before their employers, like the terms of their employment, payment, leave, health and safety policies and the number of working hours.

Labour-Management Relations - The head of any working organisation has to resolve conflict among his labourers because any misunderstanding between his employees will create a downfall in his work progress.

Workplace health and safety - It ensures that the employees are getting a safe environment to work in and are not physically or mentally abused by the work culture because a better environment will only make them work with all their might.

Employment standards - These include annual holidays, working hours, unfair means of dismissal of labourers, and compensation provided to the labourers who got terminated or have left the job.

Nature of Labour Legislation

1. **Product of Industrial Revolution:**
Labour legislation originated after the Industrial Revolution to protect workers from exploitation and improve industrial working conditions.
2. **Regards Individual as a Worker:**
It treats every person in the context of their role as a worker, ensuring fair treatment, rights, and dignity in employment.
3. **Deals with Problems of Labour:**
It focuses on solving issues like wages, safety, working hours, job security, and industrial disputes.
4. **Relates to Different Roles:**
It governs relationships between workers, employers, and trade unions to maintain industrial peace and cooperation.
5. **Regulates Conditions of Labour:**
Labour laws prescribe rules for healthy, safe, and fair working conditions to ensure workers' welfare and protection.

Objectives of Labour Legislation

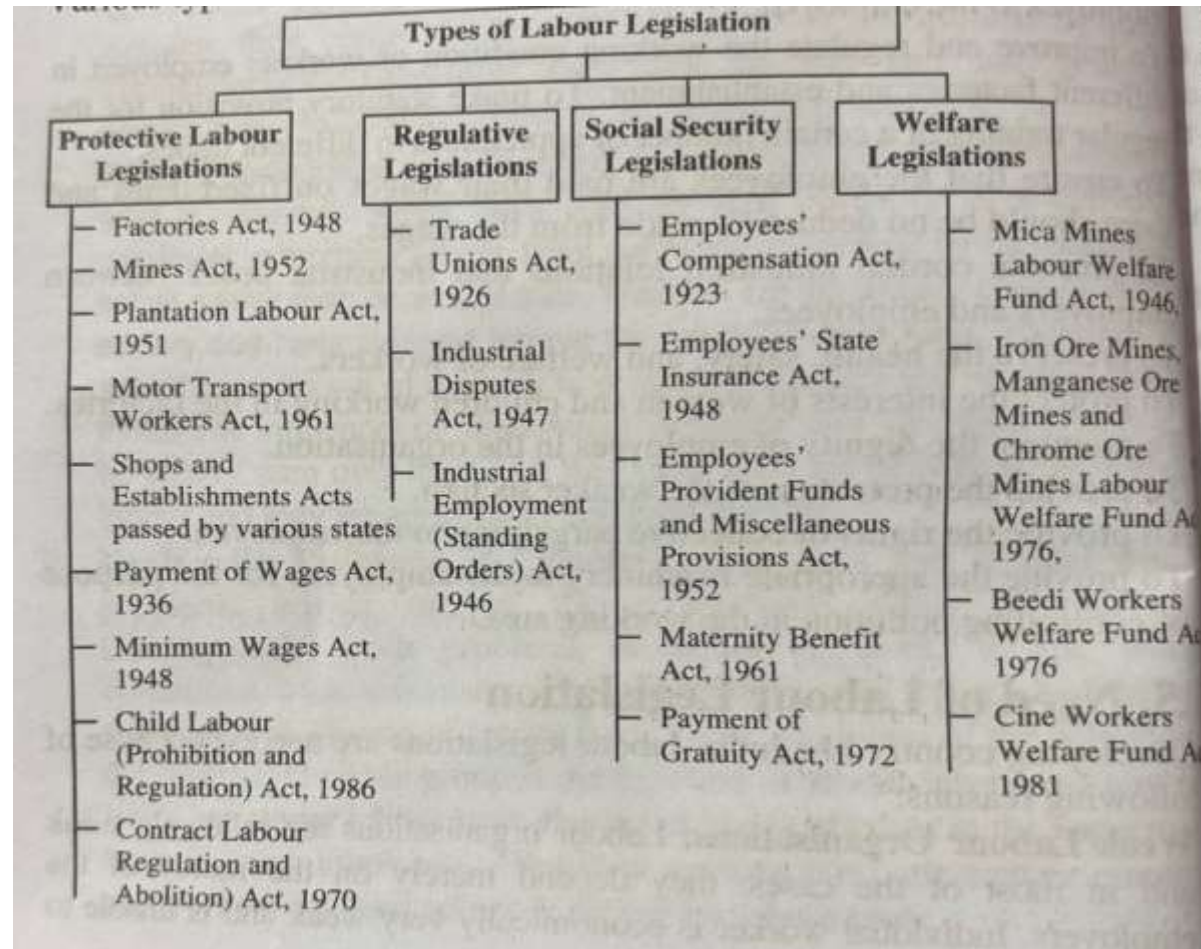
- **Protect Workers:** Protect workers from exploitation by employers.
- **Clear Service Conditions:** Ensure employment terms and service conditions are clearly defined.
- **Improve Working Conditions:** Regulate and improve workplace conditions and provide training opportunities.
- **Ensure Timely Wages:** Ensure timely payment of wages without unlawful deductions.
- **Promote Industrial Peace:** Maintain cordial relations between employers and employees.

- **Ensure Health and Safety:** Protect workers' health, safety, and welfare.
- **Protect Women and Children:** Safeguard women and children working in establishments.
- **Maintain Employee Dignity:** Ensure employees are treated with dignity and respect.
- **Protect Weaker Sections:** Provide special protection to vulnerable workers.
- **Ensure Collective Bargaining:** Provide workers the right to negotiate collectively.
- **Control Workplace Pollution:** Provide measures to control and prevent workplace pollution.

Importance of Labour Legislation

1. Protection of Workers
2. Promotion of Industrial Peace
3. Social Justice
4. Improvement of Working Conditions
5. Provision of Social Security
6. Promotion of Industrial Democracy
7. Regulation of Employment Relations
8. Economic Development
9. Protection of Women and Child Labour
10. Standardization of Labour Practices

Types of Labour Legislation



1. Protective Labour Legislations

These laws are designed to protect workers from exploitation and ensure safe, fair, and humane working conditions. They deal with wages, hours of work, safety, health, and welfare.

- **Factories Act, 1948:** Regulates working conditions in factories—safety, health, welfare, working hours, etc.
- **Mines Act, 1952:** Ensures safety and welfare of mine workers.
- **Plantation Labour Act, 1951:** Protects plantation workers by providing housing, medical, and welfare facilities.
- **Motor Transport Workers Act, 1961:** Regulates employment conditions of transport workers (drivers, conductors, etc.).
- **Shops and Establishments Acts (State Acts):** Control conditions of work in shops, offices, and commercial establishments.

- **Payment of Wages Act, 1936:** Ensures timely payment of wages without unauthorized deductions.
- **Minimum Wages Act, 1948:** Fixes minimum wages for different industries to prevent exploitation.
- **Child Labour (Prohibition and Regulation) Act, 1986:** Prohibits employment of children below 14 years in hazardous occupations and regulates their working conditions.
- **Contract Labour (Regulation and Abolition) Act, 1970:** Regulates employment of contract labour and aims to abolish it in certain cases.

2. Regulative Legislations

These laws govern the relationships between employers and employees, trade unions, and industrial disputes.

They promote industrial peace and regulate collective bargaining.

- **Trade Unions Act, 1926:** Provides for registration and rights of trade unions.
- **Industrial Disputes Act, 1947:** Deals with prevention and settlement of disputes between employers and employees.
- **Industrial Employment (Standing Orders) Act, 1946:** Requires employers to define clear rules regarding conditions of employment.

3. Social Security Legislations

These laws provide financial and social protection to employees in cases of sickness, maternity, injury, disablement, or old age. They ensure economic security for workers and their families.

- **Employees' Compensation Act, 1923:** Provides compensation to workers for injuries or death caused by workplace accidents.
- **Employees' State Insurance Act, 1948:** Offers medical, sickness, maternity, and disability benefits through the ESI Scheme.
- **Employees' Provident Funds and Miscellaneous Provisions Act, 1952:** Provides retirement benefits through provident fund, pension, and insurance schemes.
- **Maternity Benefit Act, 1961:** Grants maternity leave and related benefits to women employees.
- **Payment of Gratuity Act, 1972:** Provides a lump-sum payment to employees upon retirement or resignation after a certain period of service.

4. Welfare Legislations

These laws aim to promote general welfare and living conditions of workers in specific industries by establishing welfare funds and facilities.

- **Mica Mines Labour Welfare Fund Act, 1946:** Provides welfare measures for workers in mica mines.
- **Iron Ore, Manganese Ore and Chrome Ore Mines Labour Welfare Fund Act, 1976:** Improves welfare of workers in ore mines.
- **Beedi Workers Welfare Fund Act, 1976:** Promotes welfare of workers in the beedi industry.
- **Cine Workers Welfare Fund Act, 1981:** Ensures welfare of workers in the film industry through various schemes.

Constitutional Provisions for the Protection of Labour Workforce in India

The relevance of the dignity of human labour and the need for protecting and safeguarding the interest of labour as human beings has been enshrined in Chapter-III (Articles 16, 19, 23 & 24) and Chapter IV (Articles 39, 41, 42, 43, 43A & 54) of the Constitution of India keeping in line with Fundamental Rights and Directive Principles of State Policy.

Chapter III – Fundamental Rights

Chapter & Article	Provision	Relevance to Labour
Article 16	Equality of opportunity in public employment	Ensures equal job opportunities and prevents discrimination in employment based on caste, religion, sex, etc.
Article 19(1)(c)	Right to form associations or unions	Grants' workers the right to form trade unions for collective bargaining and representation.
Article 23	Prohibition of forced labour and human trafficking	Protects workers from exploitation, bonded labour, and human trafficking.
Article 24	Prohibition of child labour	Forbids employment of children below 14 years in factories, mines, or hazardous work.

Chapter IV – Directive Principles of State Policy

Chapter & Article	Provision	Relevance to Labour
Article 39(a)	Adequate means of livelihood	Ensures that all citizens, including workers, have the right to secure a means of livelihood.
Article 39(d)	Equal pay for equal work	Mandates equal remuneration for men and women for the same work.
Article 41	Right to work, education, and public assistance	Directs the State to provide employment and social assistance during unemployment, sickness, or old age.
Article 42	Just and humane conditions of work and maternity relief	Ensures safe, healthy, and humane working conditions and maternity benefits for women workers.

MASTER OF BUSINESS ADMINISTRATION

Article 43	Living wage and decent standard of life	Promotes living wages, leisure, and social and cultural opportunities for workers.
Article 43A	Workers' participation in management	Encourages worker involvement in the management of industries for industrial democracy.
Article 46 (often referred instead of 54)	Promotion of weaker sections	Safeguards the educational and economic interests of weaker and labouring sections of society.

Categories of Labour Legislations in India

Category	Description	Examples of Acts	Enforcement Authority
1. Labour laws enacted by the Central Government, where the Central Government has sole responsibility for enforcement	These laws are enacted and implemented only by the Central Government. They generally deal with industries or establishments under central control.	- Mines Act, 1952 - Dock Workers (Regulation of Employment) Act, 1948 - Factories (Control of Major Accident Hazards) Rules, 1989	Central Government
2. Labour laws enacted by Central Government and enforced both by Central and State Governments	These laws are framed by the Central Government, but enforcement responsibilities are shared between the Centre and States depending on the type of establishment (Central or State jurisdiction).	- Employees' Provident Funds and Miscellaneous Provisions Act, 1952 - Employees' State Insurance Act, 1948 - Industrial Disputes Act, 1947 - Payment of Bonus Act, 1965 - Minimum Wages Act, 1948	Central and State Governments

MASTER OF BUSINESS ADMINISTRATION

3. Labour laws enacted by Central Government and enforced by the State Governments	These laws are enacted by the Central Government, but their implementation and enforcement are delegated to the State Governments.	- Factories Act, 1948 - Payment of Wages Act, 1936 - Contract Labour (Regulation and Abolition) Act, 1970 - Maternity Benefit Act, 1961 - Equal Remuneration Act, 1976	State Governments (under Central Act)
4. Labour laws enacted and enforced by the various State Governments (State-specific Acts)	These are laws made and implemented by individual States to address local labour issues and conditions. They apply only within the respective States.	- Shops and Establishments Acts (various States) - Labour Welfare Fund Acts (various States) - State Industrial Relations Acts (e.g., Maharashtra Industrial Relations Act, 1946)	State Governments

Rights of Woman Workers - 1. Constitutional Rights

Article	Provision	Relevance to Women Workers
Article 14	Equality before law	Ensures equal treatment of men and women in employment.
Article 15(1) & 15(3)	Prohibition of discrimination and special provisions for women	Forbids discrimination on grounds of sex; allows special laws for women's protection.
Article 16	Equality of opportunity in public employment	Guarantees equal opportunity for women in jobs under the State.

MASTER OF BUSINESS ADMINISTRATION

Article 39(a)	Adequate means of livelihood for all citizens	Ensures that women have equal access to employment opportunities.
Article 39(d)	Equal pay for equal work	Mandates that women receive the same remuneration as men for the same or similar work.
Article 42	Just and humane conditions of work and maternity relief	Ensures safe working conditions and maternity benefits for women workers.
Article 51A(e)	Renounce practices derogatory to the dignity of women	Promotes respect and dignity for women in all spheres, including the workplace.

2. Statutory Rights under Labour Laws

Act	Key Provisions for Women Workers
Maternity Benefit Act, 1961	Provides 26 weeks of paid maternity leave, nursing breaks, and protection from dismissal during maternity period.
Equal Remuneration Act, 1976	Ensures equal pay for equal work and prevents gender-based discrimination in recruitment or wages.
Factories Act, 1948	Provides safe working conditions, restricts night shifts for women (with exceptions), and ensures welfare facilities.

MASTER OF BUSINESS ADMINISTRATION

Mines Act, 1952	Prohibits employment of women in underground mines and ensures their safety in above-ground work.
Plantation Labour Act, 1951	Mandates welfare facilities like crèches, housing, and medical aid for women workers.
Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013	Protects women from sexual harassment and mandates Internal Complaints Committees (ICCs).
Employees' State Insurance Act, 1948	Provides maternity, sickness, and medical benefits to insured women workers.

3. Other Rights and Protections

Right	Description
Right to Safe Working Environment	Employers must provide a workplace free from hazards and harassment.
Right to Maternity Benefits	Women cannot be dismissed or disadvantaged due to pregnancy.
Right to Equal Pay	Women must receive the same pay as men for similar work.
Right to Non-Discrimination	No discrimination allowed in recruitment, training, promotion, or transfer based on gender.
Right to Grievance Redressal	Women have access to mechanisms like ICCs and Labour Courts for protection of their rights.
Right to Welfare Facilities	Provision of crèches, restrooms, medical aid, and sanitation facilities at the workplace.

The Present Labour Laws and Codes.

1. Background

- India had over 40 Central Labour Laws and more than 100 State Labour Laws regulating various aspects of employment such as wages, industrial relations, social security, safety, and welfare. To simplify and modernize these laws, the Government of India consolidated them into four comprehensive Labour Codes. These codes aim to simplify compliance, promote ease of doing business, ensure worker welfare, and bring uniformity across industries and states.

2. The Four Labour Codes

Code	Full Name	Key Features / Objectives	Major Acts Merged
1. Code on Wages, 2019	Consolidates laws related to wages and bonus payments	• Ensures minimum wages and timely payment to all workers (organized & unorganized sectors) • Introduces floor wage fixed by Central Government • Promotes equal remuneration for men and women	Payment of Wages Act, 1936 Minimum Wages Act, 1948 Payment of Bonus Act, 1965 Equal Remuneration Act, 1976

MASTER OF BUSINESS ADMINISTRATION

2. Industrial Relations Code, 2020	Governs trade unions, industrial disputes, and employment terms	• Simplifies trade union formation and dispute resolution • Encourages collective bargaining and conciliation • Introduces fixed-term employment • Provides rules for layoffs, retrenchment, and closure	Trade Unions Act, 1926 Industrial Employment (Standing Orders) Act, 1946 Industrial Disputes Act, 1947
3. Code on Social Security, 2020	Extends social security benefits to all workers, including gig and platform workers	• Covers EPF, ESI, Gratuity, Maternity Benefit, Compensation • Extends to unorganized, gig, and platform workers • Simplifies registration and compliance	EPF Act, 1952 ESI Act, 1948 Maternity Benefit Act, 1961 Payment of Gratuity Act, 1972 Employees' Compensation Act, 1923

MASTER OF BUSINESS ADMINISTRATION

4. OSH Code, 2020	Regulates health, safety, and welfare of workers	• Consolidates laws on safety, working hours, and welfare • Covers factories, mines, docks, plantations, and construction • Ensures gender equality and annual health check-ups	Factories Act, 1948 Mines Act, 1952 Dock Workers Act, 1948 BOCW Act, 1996 Inter-State Migrant Workmen Act, 1979
-------------------	--	---	---

Meaning of Grievance

- A grievance means a feeling of dissatisfaction or injustice that an employee experiences in relation to their job or workplace. It arises when an employee feels that they have been unfairly treated or when their complaints are ignored by the management. Grievances may be real or imaginary, expressed or unexpressed, but they always reflect a sense of unfairness regarding employment conditions such as wages, promotions, transfers, or work environment. In simple terms, a grievance is an employee's feeling of discontent or dissatisfaction about anything connected with their employment.
- In simpler terms, a grievance is any real or perceived feeling of unfair treatment connected with one's job, workplace policies, or management behavior. It reflects a gap between what the employee expects and what they actually experience in the organization.

Definitions of Grievance

- According to Dale Yoder, "Grievance is a written complaint filed by an employee and claiming unfair treatment".
- According to Keith Davis, "Grievance is any real or imagined feeling of personal injustice which an employee has, concerning his employment relationship".
- According to Prof. Jucius, "Grievance is any discontent or dissatisfaction whether expressed or not, whether valid or not, arising out of anything connected with the company that an employee thinks, believes, or even feels is unfair, unjust or inequitable".
- According to International Labour Organisation, "Grievance is a complaint of one or more workers in respect of wages, allowances conditions of work and interpretation of service stipulations, covering such areas as overtime leave, transfer, promotion, seniority, job assignment and termination of service".

Nature of Grievance

1. Discontent or dissatisfaction with any aspect of the organisation is a grievance.
2. There can be diverse reasons for the causes of grievance.
3. It can be written or oral and expressed or unexpressed.
4. A grievance may be legal or illegal, justifiable or illogical, acceptable or unacceptable.
5. Grievance leads to frustration, dissatisfaction, unhappiness, negligence towards work which may lead to poor morale and ultimately results in inefficiency and low productivity.
6. The grievance can be regarding an individual or group of employees.

Need of Grievance Redressal Procedure

- **Ensures Fair Treatment of Employees** - A grievance redressal procedure ensures that every employee is treated fairly and that their complaints are addressed in a structured manner. This helps avoid arbitrary decisions and ensures that grievances are handled impartially, building trust in the workplace.
- **Improves Employee Morale and Job Satisfaction** - When employees have a clear and accessible way to address their issues, they feel valued and supported by their employers. This boosts morale, improves job satisfaction, and encourages employees to stay motivated and productive.
- **Promotes Transparency and Accountability** - A formal grievance redressal process ensures that all complaints are taken seriously, investigated fairly, and resolved within a stipulated time. This level of transparency encourages accountability, as both employees and management know that complaints will be handled according to established procedures.

MASTER OF BUSINESS ADMINISTRATION

- **Helps Prevent Escalation of Issues** - Addressing grievances early through a structured procedure prevents issues from escalating into larger disputes or conflicts. It allows for early intervention and resolution before a complaint becomes a cause of workplace tension or even leads to industrial action (e.g., strikes, protests).
- **Protects the Legal Rights of Employees** - Many labor laws mandate that grievances must be handled according to specific procedures to protect workers' rights. A proper grievance redressal system ensures compliance with these laws, reducing the risk of legal disputes and penalties.
- **Contributes to Industrial Peace and Stability** - When workers know that their concerns will be addressed, it fosters industrial peace and stability. It reduces the likelihood of frequent strikes, work stoppages, or dissatisfaction among workers, which can disrupt productivity and harm the organization.

MASTER OF BUSINESS ADMINISTRATION

- **Improves Organizational Productivity** - A grievance redressal procedure helps resolve issues that may otherwise hinder employee performance, such as conflicts with supervisors or concerns over working conditions. By resolving these issues, employees can focus better on their tasks, leading to improved productivity and efficiency.
- **Strengthens Employer-Employee Relations** - A fair grievance handling procedure strengthens the relationship between the employer and employees. It fosters mutual respect and cooperation, as employees feel that their issues are heard and valued, while employers show commitment to employee welfare and conflict resolution.
- **Encourages a Positive Work Environment** - A transparent grievance redressal procedure promotes a healthy and positive work culture. Employees are more likely to collaborate and engage in their roles when they know there is a system to address their concerns in a fair and organized manner.
- **Helps Identify Systemic Problems** - A consistent and organized grievance redressal process can highlight recurring issues within the workplace (e.g., poor management practices, inadequate safety measures). Addressing these problems can help improve overall operational efficiency and create a better working environment for all employees.

Forms of Grievances

1. Factual Grievance - A grievance that arises from real, verifiable, and legitimate causes such as violation of company policy, unfair treatment, or non-payment of dues.

Example: Non-payment of overtime wages.

2. Imaginary Grievance - A grievance that exists only in the mind or perception of the employee, without any actual evidence or wrongdoing.

Example: Believing a supervisor dislikes them without proof.

3. Disguised Grievance - A grievance that is expressed for one reason but actually caused by another hidden issue, such as personal problems or emotional stress.

Example: Complaining about workload when the real issue is personal tension.

4. Policy Grievance - A grievance that arises due to unfair or inconsistent company policies or their improper implementation.

Example: Disagreement with a new transfer or leave policy.

5. Personal (Individual) Grievance - A grievance that affects one individual employee, usually about personal matters like promotion, pay, or working conditions.

Example: Denial of promotion or increment.

6. Group (Collective) Grievance - A grievance that affects a group of employees who share the same issue or complaint.

Example: Workers protesting against wage cuts or change in working hours.

Causes of Grievances

1. Economic causes

- Wages and compensation: Disputes over wage adjustments, inaccurate pay, unpaid bonuses, and overtime pay.
- Job classification: Complaints regarding how jobs are classified or the incentive systems tied to them.

2. Supervisory and management causes

- Poor supervision: Complaints against the methods of supervision, unfair treatment, favouritism, or biased performance ratings.
- Disciplinary actions: Grievances related to disciplinary measures, demotions, discharges, or layoffs.
- Lack of recognition: A feeling of being undervalued or ignored for hard work.

4. Working and environmental causes

- Working conditions: Unsatisfactory physical conditions, including safety and health issues, inadequate equipment, or poor lighting.
- Unfair policies: Resistance to changes in company policies regarding issues like leaves or overtime.
- Safety and health: Inadequacy of safety and health services or a violation of safety rules.

5. Interpersonal and organizational causes

- Interpersonal relationships: Conflicts or poor relationships with colleagues and managers.
- Company-wide changes: Dissatisfaction arising from changes in workplace, policies, or organizational structure.
- Violation of agreements: Non-compliance with collective bargaining agreements or other rules.

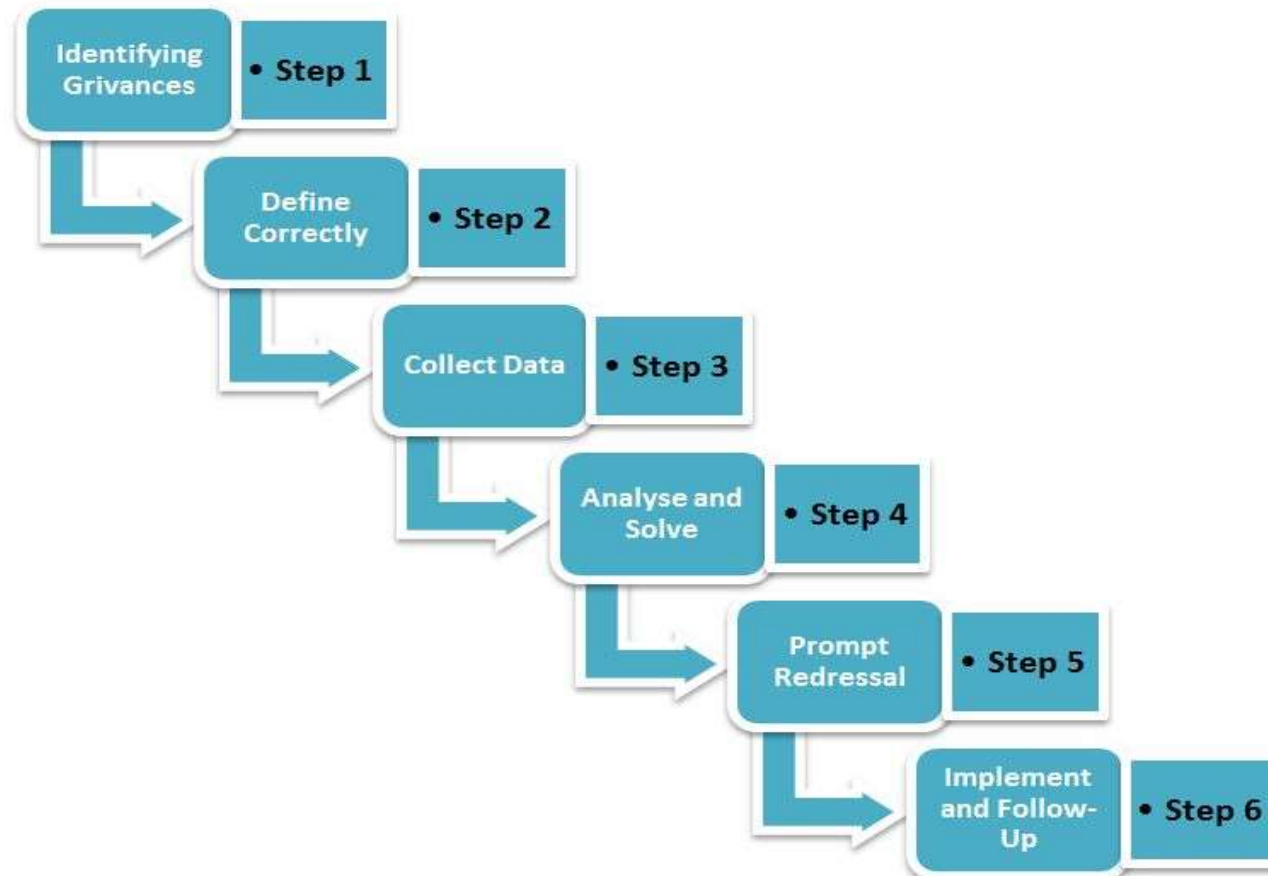
Methods of Identifying Grievances

- **Direct observation:** Managers can observe employee behavior during periodic interviews, group meetings, or collective bargaining sessions to identify potential issues.
- **Exit interviews:** Interviewing employees who are leaving can provide insight into problems they experienced but may not have reported earlier.
- **Opinion surveys:** Conducting employee surveys to gauge opinions on various aspects of the job and the company can uncover widespread discontent.
- **Gripe boxes:** Placing anonymous "gripe boxes" in visible locations allows employees to submit complaints without fear of retaliation.
- **Open-door policy:** This policy encourages employees to bring their concerns directly to management, including senior leadership, without going through a formal chain of command.
- **Formal meetings:** Holding formal meetings with relevant parties allows for a structured discussion of the grievance and evidence.

Legislative aspects of the grievance redressal procedure in India

- **Industrial Employment (Standing Orders) Act, 1946:** Requires establishments with 100 or more workers to have a mechanism to address complaints, including unfair treatment. It mandates the submission of complaints to a manager or other specified officer.
- **Industrial Disputes Act, 1947:** Mandates that any industrial establishment with 50 or more workmen must provide a Grievance Settlement Authority.
- **Industrial Disputes Act, 1947 (Section 9C):** Requires employers with 20 or more workmen to set up a Grievance Redressal Committee (GRC) to resolve issues related to employment terms and conditions.
- **POSH Act, 2013:** Mandates that any workplace with 10 or more employees must form an Internal Complaints Committee (ICC) to address and investigate complaints of sexual harassment.
- **Escalation:** Before escalating a dispute to a court or tribunal, the grievance must first be considered by the Grievance Settlement Authority.

Steps in Grievance Handling Procedure



- 1) **Identify Grievances** – This step involves identification of employee grievances by the management through observation, previous complaints, Open door Policy, Opinion surveys, Interview etc.
- 2) **Define Correctly** – After the problem has been identified the next step is to define the problem properly and accurately.
- 3) **Collect Data** – It involves collection of information from all the parties concerned.
- 4) **Analyse and Solve** – This step includes analysis of all the collected information and development of various alternative solutions to the Grievances through group discussions and brainstorming.
- 5) **Prompt redressal** – It involves implementation of the solution selected by the management.
- 6) **Implement and Follow-up** – A follow up is necessary to ensure that the grievance has been resolved completely.

Model of Grievance redressal Procedure.

Steps	Level / Authority	Time Limit	Procedure / Action
1	Worker	—	The worker orally explains his grievance to the immediate supervisor.
2	Supervisor	48 hours	The supervisor must try to resolve the grievance within 48 hours.
3	Head of Department (HOD)	3 days	If the supervisor cannot satisfy the employee, both the worker and supervisor report the matter to the HOD.

MASTER OF BUSINESS ADMINISTRATION

4	Grievance Committee (equal representation of employers and employees)	7 days	If the HOD fails to solve the issue within 3 days, the worker may appeal to the Grievance Committee, which must resolve it within 7 days.
5	Management	3 days	Normally, the unanimous decision of the committee is implemented. However, the final decision lies with management, which has 3 days to decide.
6	Appeal to Management for Revision	7 days	If the employee is not satisfied with management's decision, they may appeal for revision. Such an appeal must be decided within 7 days.
7	Voluntary Arbitration	7 days	If still unresolved, the case may be referred to voluntary arbitration within a week for final settlement.