



Employee Grievances and Disciplines

Unit 9



Content

- Employee grievances: concept and handling grievances
- Employee discipline: concept, causes, and process of managing discipline



Employee grievances: Concept



Grievances



Employee Grievances: Concept

- "A grievance is a **complaint** about a job that creates dissatisfaction or discomfort, whether it is valid or not. The complaint may be made by an individual or by the union" – Trotta, 1976
- "A grievance is a charge that the union-management contract has been violated." - Slichter et al. 1960



Causes of Grievances

- Unclear job contracts between management and labour
- A violation by management of the labour agreement
- A violation of the law
- Perceived unfair treatment of the employees by the supervisor
- Management styles of immediate supervisor



Handling Grievances or Grievances procedures

- Contact Supervisor
- Meet with management
- Meeting between union executives and top management
- Arbitration

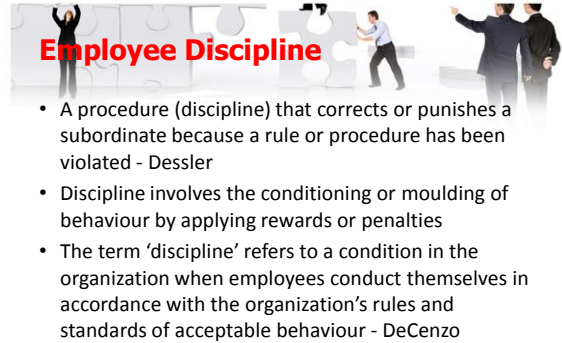


Employee Discipline

Discipline

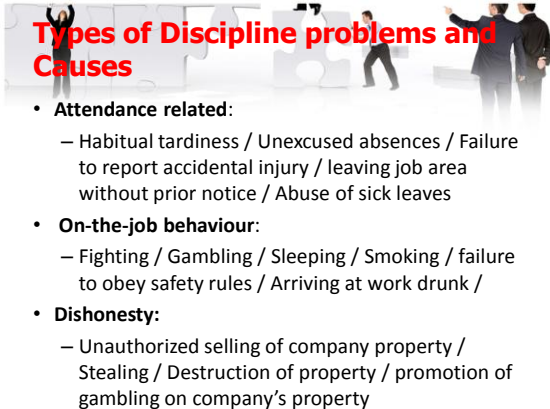
"I've called this meeting to discuss absenteeism."

The graphic features a puzzle theme at the top with the title 'Employee Discipline'. Below it are two photographs: one of a man in a suit talking on a mobile phone, and another of a man in a white shirt talking to a man in a suit. A central oval contains the word 'Discipline'. To the right is a cartoon of a man in a suit with a speech bubble, and below that is a cartoon of a man in a white shirt talking to a man in a suit. The signature 'Morris' is visible at the bottom right of the cartoon.



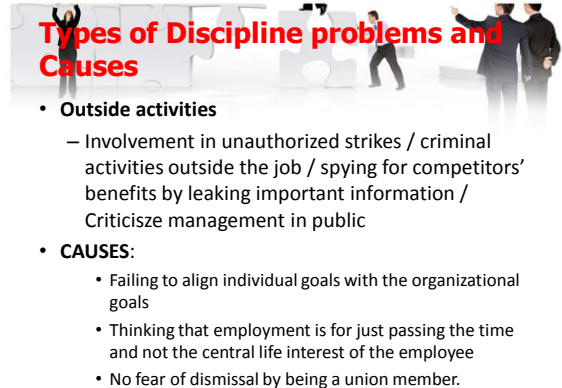
Employee Discipline

- A procedure (discipline) that corrects or punishes a subordinate because a rule or procedure has been violated - Dessler
- Discipline involves the conditioning or moulding of behaviour by applying rewards or penalties
- The term 'discipline' refers to a condition in the organization when employees conduct themselves in accordance with the organization's rules and standards of acceptable behaviour - DeCenzo



Types of Discipline problems and Causes

- **Attendance related:**
 - Habitual tardiness / Unexcused absences / Failure to report accidental injury / leaving job area without prior notice / Abuse of sick leaves
- **On-the-job behaviour:**
 - Fighting / Gambling / Sleeping / Smoking / failure to obey safety rules / Arriving at work drunk /
- **Dishonesty:**
 - Unauthorized selling of company property / Stealing / Destruction of property / promotion of gambling on company's property



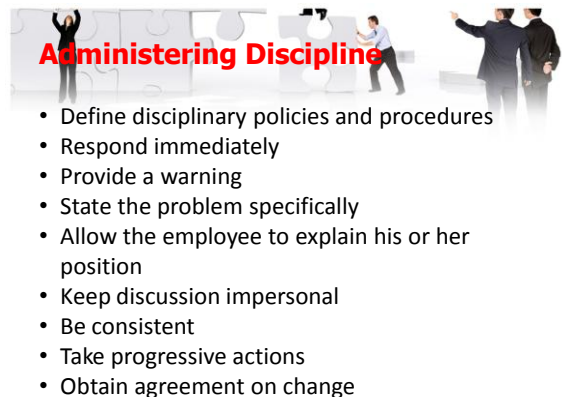
Types of Discipline problems and Causes

- **Outside activities**
 - Involvement in unauthorized strikes / criminal activities outside the job / spying for competitors' benefits by leaking important information / Criticize management in public
- **CAUSES:**
 - Failing to align individual goals with the organizational goals
 - Thinking that employment is for just passing the time and not the central life interest of the employee
 - No fear of dismissal by being a union member.



Process of managing Discipline

- Administering Discipline
- Disciplinary Actions



Administering Discipline

- Define disciplinary policies and procedures
- Respond immediately
- Provide a warning
- State the problem specifically
- Allow the employee to explain his or her position
- Keep discussion impersonal
- Be consistent
- Take progressive actions
- Obtain agreement on change



Disciplinary Actions

- Simple oral warning
- Written warning
- Suspension
- Demotion
- Pay cut
- Dismissal



THE END