

MBA
(Semester – I)

MBA 1606

Fundamentals of Human Resource Management







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MBA (Semester – I) MBA 1606 Fundamentals of Human Resource Management The University of Burdwan Centre for Distance and Online Education Golapbag, Burdwan, 713104 West Bengal

UNIT IV COMPENSATION : WAGES AND SALARY ADMINISTRATION

UNIT IV COMPENSATION : WAGES AND SALARY ADMINISTRATION OBJECTIVES On completing this unit, the student will be able to ? understand meaning ,concept and objectives of wage and salary ? factors influencing wage and salary structure and administration ? understand the meaning and concept of job evaluation ? explain basic objectives of job evaluation ? describe different methods of job evaluation ? understand concept of pay structures ? know the meaning of incentives and fringe benefits ? understand the meaning and concept of HR budgeting ? describe the various elements of HR budgeting ? explain the process of HR budgeting

STRUCTURE Introduction Concept and Meaning of wage and salary Objectives of wage and salary administration Factors influencing wage and salary structure Meaning and concept of job evaluation Objectives of job evaluation Different methods of job evaluation Meaning of incentives and fringe benefits Concept and meaning of HR budgeting Various elements of HR budgeting Summary Glossary Self Assessment Questions

INTRODUCTION Organizations invite applications from the general public so that people will join their organizations to earn money in exchange of their efforts. So the money that they will get from such organizations will eventually determine the condition of their living. A good wage and salary plan if effectively implemented would have salutary effect on the motivation, morale and productivity of the employees of an organization. The contentment level of staff is increased manifold, their commitment level towards the organization is enhanced, and the work output is also improved both qualitatively and quantitatively if the enterprise has in place a competitive and well balanced reward management system. When the wages and salaries paid to the employees are satisfactory, a climate of congeniality persists. But in the absence of an effective wage and salary administration, remuneration is often the result of an arbitrary, subjective, decision of higher authority, determined on the basis of personal random factors that is deemed fit by the top management. As a result equity, rationality in the pay structure can not be achieved. This creates several inequities and many other problems including increasing number of disputes, high rate of labour turnover and bad industrial relations (IR); consequently low morale and inefficiency in the enterprise. An organization that cares about its people needs a rational and organized system for wage and salary payments which should minimize subjectivity and be suitable to all as well. Therefore, wages and salary administration has to be effectively ingrained in the management process. This will then accelerate the accomplishment of organizational objectives. In order to effectively design a fair and adequate pay structure in an organization, the jobs in an organization need to be assessed. Jobs need to be compared with each other in order to arrive at each job's appropriate worth. This is done through the process of job evaluation. It is described as an authentic method to estimate the comparative worth of jobs within one particular enterprise. Thus job evaluation is an important aspect of an organization's compensation administration if it wants to ensure fairness and equity in its pay structure in relation to both internal and external benchmarks. Compensation has basically two categories - direct and indirect components. Direct compensation is concerned with financial remuneration offered to employees in lieu of the services they have to offer to the enterprise. Indirect compensation consists of non - cash related benefits enjoyed by workers in their jobs. Incentives are paid in addition to wages and salaries. Fringe benefits are also included in the compensation structure. Human Resource budgeting means the process through which an organization allocates funds to all human resource related activities spanning the whole enterprise. HR budget involves funds concerned with procurement, training and development, compensation, succession planning, employee retention and maintenance, motivation and employee engagement. HR budgeting becomes highly significant in the modern VUCA world, as it maintains a balance between labour demand and supply. As such it prevents both understaffing and over staffing. It also ensures that the organization is not only able to procure the most talented human resource available in the market, but also to motivate them to continue in those enterprises for a prolonged period of time. This helps them to earn a competitive edge over its rivals which is an utmost necessity if the enterprise is to aim at sustainable development over a period of time in the Volatile, Uncertain, Complex and Ambiguous (VUCA) market. This Unit covers all these areas to provide a thorough idea and understanding of wages and salary administration, job evaluation process and other compensation benefits to build a clear mind frame necessary to discharge HR activities effectively and smoothly. It also describes the process of HR budgeting in details.

CONCEPT AND MEANING OF WAGE AND SALARY

Wage The textbook meaning of term 'wage' is the payment given to artisans or labourers receiving a fixed sum by the hour, day, week or month for a certain amount of work. Alternately, 'wage' is the payment made to workers/ labourers for the work that they do. It is generally fixed as an hourly rate or daily rate. When wages are described in financial terms, it is called nominal wages. However when they are defined by their purchasing power while alluding to some base year, then they are called real wages. From a much wider perspective, 'wages' are money given by employer to his workers to compensate their labour/service, under some kind of employment related contract. Thus it is formed of both basic wage and also allowance like overtime pay, holiday pay etc.

Salary Salary is a fixed payment for services, generally given as a monthly remuneration or sometimes on an annual basis for the valued services

provided by the clerks, officers or professionals. **OBJECTIVES OF WAGE AND SALARY ADMINISTRATION** One of the major functions of the human resource department is formulation and implementation of an efficient compensation management system. Organization which boasts of an adequately functioning wages and salary administration process, finds it easier to procure talented individuals. Not only that such enterprises also quite conveniently ensure that these employees remain motivated and committed towards the realization of enterprise goals. With such a dedicated team, the company can easily have a competitive edge over rivals and smoothly reach the pinnacle of business success. Therefore, it is highly imperative that a business entity has in place a cogent reward management system. The objectives of compensation are mentioned below:

- To see to it that the concept of equal pay for equal work that is equity is adhered to.
- Formulation and implementation of job analysis for to facilitate unhindered job description and job specification activities.
- To generate a reservoir of highly qualified and energetic workforce who would eventually accelerate the production of quality goods and services at a reasonable cost.
- To secure that different functions of wages and salary administration like welfare, social security, fringe benefit, incentive and bonus are being properly regulated and implemented.
- To formulate the system that will ensure organizational compliance with statutory obligations as well as guarantee that there is proper implementation of agreements, vis-à-vis compensation of employees.
- To make a proper assessment of comparative job worth within the enterprise and devise the compensation package accordingly.

This would prevent dissatisfaction from cropping up in the minds of employees vis-à-vis their wages and salaries.

- To critically and accurately measure the performance of workforce in order to sieve the performers from the non-performers. This understanding will accelerate the corrective measures which the business unit may undertake to develop competences among the workers for performance of present jobs and future jobs also.
- To create a reciprocal culture involving employees and employers whereby both would consider the interests of the other.
- To make certain that the enterprise attains excellence through establishing a delighted and committed workforce.

FACTORS INFLUENCING WAGE AND SALARY STRUCTURE AND ADMINISTRATION

- a. The financial capacity of the company** Organization's financial strength and position highly influence its compensation structure. Organizations which enjoy high sales and so reap in substantial gains devise a better and higher compensation structure than those which are struggling and earning low profits. When the firm is undergoing losses or just able to break even, it won't be able to offer higher salaries than their competitors. In such a scenario, this workforce will go to other firms. So the company will make payment only according to their capability.
- b. Supply and demand of labour** The market conditions or in essence the market availability and demand for skilled, semiskilled or unskilled labour leave a profound impact on the organization's plan of compensation. If the call for a specific skill in the market is at premium, then high wages follow naturally. In reverse scenario wages reduce.
- c. Prevailing market rate** It is commonly noticed that an enterprise closely follows and conforms to the industry rate while devising its own compensation structure. This is for the following reasons:
 - (i) It is imperative that the wage structure is externally competitive. This means that if an organization wants to retain its employees, there has to be a conformity between its own wage level and that of its competitors.
 - (ii) Government legislations make the firms pay at par with the Minimum Wage rate.
 - (iii) Trade unions aim to ease financial discrepancies by confirming that their members enjoy same pay for the same work across geographical boundaries.
- d. The Cost of living** This is the cost incurred by a person in order to sustain a specific living standard. Increase in the cost of living results in price rise of products and services. It not only differs country wise but also varies from one area to another. The consumer price index assesses the standard change in the cost of the day to day necessities of life, such as food, clothing, fuel, medical service, etc. It changes with time. Consumer price index regulates compensation.
- e. Labour Union** Labour union also always works towards ensuring that better wages are being paid to workers. It has been observed, that many a times trade unions exert pressure on top management officials so as to hike the salary of workers.
- f. The Living Wage** A living wage is thought of as defined as the basic or least amount that an individual must earn by way of remuneration for the services rendered such that the basic necessities required for sustenance of life is made possible. These may be in the form of need for housing, fooding and clothing. It can be well understood that the money earned by a person needs to be sufficient for him to maintain himself and his family at a satisfactory level of existence.
- g. Government** Various government legislations such as

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Minimum Wages Act, 1948, Payment of Wage Act, 1936, Equal Remuneration Act, 1976, Payment of Bonus Act, 1965, The

Employees' Provident Funds and Miscellaneous Provisions Act 1952, etc., all influence compensation decisions. Therefore, firms have to decide on salaries and wages in the light of the relevant Acts. The organizations are required to follow the government instructions. Wages cannot be fixed below the level prescribed by the government.

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Productivity of workers To get the best results from the employees and to

increase the productivity, compensation has to be linked with productivity. **MEANING AND CONCEPT OF JOB EVALUATION** Job evaluation is a systematic process of evaluation of one's job as compared to other job in an organization. It determines the relative worth of each job. Organization has a large number of jobs which are assigned to employees. These jobs are not same, some are important and some are less important. Job evaluation involves an organized and formal assessment of jobs so as to ascertain the value of one job in relation to another. As a consequence, a wage or salary hierarchy results. Some important job evaluation activities include ? identification of benchmark jobs ? determining factors for comparison viz. responsibility, skill etc. ? deciding method for evaluation of jobs (like ranking method, job classification grading method, point method, factor comparison method) ? evaluating worth of each job with the use of any one method

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According to the International Labour Organization (ILO), " job evaluation is an attempt to determine and compare the demands which the normal performance of a particular job makes on normal workers, without taking into account the individual abilities or performance of the workers concerned." **OBJECTIVES OF JOB EVALUATION**

Job evaluation is oriented towards the accomplishment of the following objectives, which are mentioned as below: (i) To maintain an authentic and objective detailed record of each and every occupation or job in the whole organization. (ii) To have in place a standard method for performing a comparative analysis among the various jobs in the organization. This in effect helps in finding their relative worth. (iii) Helps to ascertain the exact rates at which the payments have to be made for every job within the business unit. This has to be rational and equitable with that of other jobs in the same enterprise. (iv) Helps in ensuring that all competent employees receive same or similar salaries for equal work done; both quantitatively and qualitatively. (v) Should facilitate presence of a work system where every employee get a fair chance in transfer and development. (vi) Helps to maintain relatable equity in wage rates of similar jobs within a particular industry.

METHODS OF JOB EVALUATION

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The four methods of job evaluation are : ? job ranking method ? job classification/ grading method, ? factor comparison method and ? point method. Two of these

methods (ranking and classification) are non – quantitative , while other two methods are quantitative. **Ranking Method** It is by far the easiest technique to find out This is the most simple method used for determining the comparative worth within an enterprise. Here the process of job evaluation is performed while comparing one job, in all its totality with another job. No comparison is made between the components / factors of one job with the other. The rank is prepared from the best / highest to the lowest or least. Ranking method involves the following activities: ? Identify all the jobs in that unit. All information concerning the various jobs need to be present. ? Accurate job description for each job needs to be ascertained. ? A person who will rate the jobs need to be chosen. (Basically a committee is constituted, constituting of both management and employee representatives.) ? Each job is compared with the other based on importance or difficulty. ? Ranking of jobs ? Pricing of jobs (money values of non – key jobs are determined on the basis of monetary value of key jobs. **Advantages** ? This method is simple to understand. ? This is very much effective in case of small organizations , where number of jobs is less and employees know the importance of each job. ? It does not take much time to know the results of evaluation. ? This method looks to the entirety of jobs while

comparison is made. It therefore ensures that all significant areas are taken into consideration. Disadvantages ? It is difficult to use in big organization where number of jobs that need evaluation are many. ? Raters may not have thorough knowledge of all jobs of the organization. So proper evaluation of jobs may not be possible. ? It is difficult to compare jobs which have equal value / worth. ? The method is subjective as no standard / yardstick is used to justify ranking. Ranking is made on the basis of perception committee members / raters hold about jobs. ? It does not indicate the distance between jobs ranked.

Job Classification Method Job classification is a frequently used qualitative method of job evaluation. Here , initially the jobs that are to be performed in an organization are ascertained. Then these jobs are categorized into various grades. Then the jobs which necessitate similar effort, knowledge, ability and responsibility, etc, they are placed in same grade. Job grades are done and then evaluation is made. Classification method involves the following activities : ? Enlisting the jobs that are functioning in the enterprise. ? Prepare grades, having a particular number ; based on certain criteria like responsibility, effort, etc. ? Giving a proper description of the grades / classification. ? Assign a rank against the job description of each and every position in the classification. ? Ensure that each job is placed under suitable classification. ? Assigning money value to the key grades and other grades subsequently.

Advantages ? This method is very easy to understand. So the evaluators may not need training to carry out job evaluation exercise. Employees also can understand without any difficulty. ? It is easy and less expensive to introduce this mechanism for evaluation of jobs in organization. ? This method is rational for making evaluation of jobs as grading is made taking into account vital factors like responsibilities, efforts, knowledge, skill , ability etc. ? It looks into entirety of jobs and not some aspects only. ? It is useful and effective in small organizations as number of jobs are few.

Disadvantages ? It is difficult and time consuming to prepare grade description. ? It is subjective especially in the area of selection of number of different categories / grades and also of ranking of key jobs. ? Placing of jobs into grades is not an easy task. ? Grade descriptions which are inflexible in nature tend to be unconcerned with the situation arising out of organization development and technological advancements. ? New jobs may not fit any existing grades.

Factor Comparison The factor comparison method is more scientific and complex than any other method. Here every job is assigned a particular factor. These factors may be like physical effort, mental effort or responsibility. All of them possess weights that have been predetermined , based on their relevance to achieve organizational success.

The steps involved in factor comparison method may be described as below: ? Key jobs need to be considered. They may vary from 15 – 20 in number. Such jobs should represent wages/ salaries across the business organization. Also they need to exhibit all departments , if possible ? Determine those factors against which the jobs would be assessed. (such as skill, mental effort, responsibility, physical effort, working conditions, etc) ? Under each factor, each specific job need to be ranked. This needs to be independently performed by each and every of the job evaluation committee. ? Assign money value to each factor and determine the wage rates for each key job. ? The wage rate for a job is apportioned along the identified factors. ? All other jobs are compared with the list of key jobs and wage rates are determined.

Described below is an example of base rate and its allocation scheme:

Key Jobs	Base Rate	Mental Requirements	Physical Requirements	Skills	Working Conditions	Responsibility
Electrician	60	13	12	5	12	18
Welder	50	10	19	5	4	12
Mechanist	80	25	5	23	24	4

Let us assume that a ' machine operator' job is to be evaluated. After comparison it is seen that may be its skill requirement matches that of electrician (5) , mental requirements to welder (10), physical requirements again with electrician(12), working condition to mechanist (24) and responsibility also with mechanist (4). So the wage rate for that of machine operator is $5 + 10 + 12 + 24 + 4 = 55$.

Advantages 1. An objective method of job evaluation. 2. Facilitates the determination of the comparative worth of different jobs. 3. Quite easy to explain to employees. 4. The chances of overlapping of factors is reduced.

Disadvantages 1. An expensive and time consuming process. 2. Here same factors are used to evaluate jobs across organizations. However the same factors may not be suited to be compared across jobs in an enterprise.

Point Method 1. This method evaluates the performance by means of scales and job factors. The focus is neither on the total job functions nor on ranking employees one against the other. It is generally considered by many management practitioners to be the most authentic evaluation method of all.

Transference of Job Grade Points into Money Value

Point Range	Daily Wage rate (Rs)
500 - 600	300 - 400
600 - 700	400 - 500
700 - 800	500 - 600
800 - 900	600 - 700
900 - 1000	700 - 800

Job grades of key bank officials

Job Grades	Scale
1. Officer	600 - 700
2. Accountant	700 - 800
3. Manager I	800 - 900
4. Manager II	900 - 1000
5. Manager III	Scale

Advantages 1. It is an exhaustive and most reliable way of job evaluation 2. Human prejudice is significantly lessened. 3. The scales so formulated can be utilized over a long time frame. 4. Jobs can be easily categorized. Disadvantages 1. It is costly both in terms of money and time. 2. May be difficult to comprehend for an average worker. 3. Not ideal for managerial jobs ; specially where the job content may not be measured in absolute quantities.

MEANING OF INCENTIVE AND FRINGE BENEFITS Incentives Incentives constitute all of the rewards that is provided to employees that is above and beyond the wages and salaries. This is also referred to as ' payments by results.' These rewards can be given in both monetary and non – monetary form. This is done in recognition of excellent performance, in order to motivate them towards outstanding performance. Profit incurred, sales growth, rate of production, steps adopted to reduce costs are all factors on which incentives depend. These are classified into two broad types : Individual Incentive Schemes and Group Incentive schemes. Individual incentive schemes are considered in case of performance of a particular employee.

However if a particular task necessitates the involvement of group effort for successful execution, then it is imperative that all of the group receive the incentives. The total amount is subsequently distributed among the group members on an equitable basis. **Fringe Benefits** Fringe benefits are simply those benefits which are given to the employees by the employers in addition to their salaries / wages. International Labour Organization (1956) in a study entitled, ' International Comparisons of Real

wages' has defined fringe benefits. According to it, ' wages are often augmented by special cash benefits , by the provision of medical or other services, or by payments in kind that free part of the wage for expenditure on other goods and services.' This is known as fringe benefit. Some aspects of fringe benefits cover benefits for a long term like provident fund, gratuity, pension or occurrence of certain events like medical benefits, accident relief, health and life insurance or facilitation in performance of job like uniforms , canteens, recreation, etc. **HR BUDGETING** Concept of HR Budgeting HR budgeting refers to all of the systemic processes that makes an estimation of the total funds that needs to be allocated towards all human resource activities enterprise wide. HR budgeting does a comprehensive evaluation of statistics available related to finance, performance and other relevant historical data from each and every department. It is an important document that anchors the company's future HR activities. HR budget include funds that have been directed towards procurement, compensation, training and managerial development, talent management, succession planning, employee maintenance, retention, job enrichment activities and empowering employees. HR budgeting needs information regarding: future requirement of employees, present and historical salary data, employee turnover rates, information regarding overtime, payroll costs, innovative benefits program that may be implemented and the like.

Process of HR Budgeting Process of HR budgeting involves the following steps : a. Analyse the enterprise history and evaluate the avenues for future finances Make a thorough assessment of the company's past financial performance. This will set the way for determining the future of the company. This information from balance sheets will assist the manager to point out areas where investment can be made more significant or lessened. The critical areas for improvement can be ascertained.

The areas where fund expenditure is most necessitated is determined, like facilities, training and development , salary etc. HR auditing needs to be initiated to accentuate the process. b. Organizational Need Analysis Assess and analyze the specific organizational needs. This is essential as this ensures that the expenditures will attract skilled labour for the organization's long term success. c. Envision the budgeting strategy Organizations choose to create incremental budgets or zero – based budgets. d. Reevaluate and modify HR budgeting HR budget needs to be made flexible. The needs of the company are ever changing in order to accommodate new technology, market trends, etc. so the HR budget needs to be such that it can accept alterations in the future so as to facilitate the changing enterprise demands. **SUMMARY** Wage and salary administration is one of the important functions of human source management. It deals with techniques and procedures for designing pay structure, rewarding employees and exercising control over wage and salary payments.

The main functions of wage and salary administration are (a) designing, developing and maintenance of pay structure (b) the operation of wage progression system; (c) provision of employee benefits and other allowance and (d) the development of a total remuneration policy. Any remuneration strategy aims to invite , sustain and persuade competent persons to join the enterprise by designing, developing and maintaining equitable, fair and competitive wage and salary structure. It also helps the organization to control its labour and administrative costs. An effective wage and salary administration is specially needed for (1) attracting and procurement of competent employees, (2) motivating them for high performance, (3) reducing conflicts and disputes and maintaining good industrial relations and (4) keeping the employees satisfied and productive. There are many factors which influences the wage and salary levels in an organization. Significant among them are (1) Firm's ability to pay

(2) Remuneration paid by similar organization, (3) Cost of living, (4) Strength of Trade unions, (5) Legislations, (6) Labour market and (7) the Condition of the economy. Fixing rational, reasonable and appropriate wage rate is a necessity to make the people happy, contented and satisfied; and for such purpose it needs to take some steps like collection of information, evaluation of classifying similar jobs into pay grades, developing wage curve and developing pay rate ranges. Human Resource budgeting includes estimation of how an organization would allocate funds to all human resource related activities spanning the whole enterprise. HR budget involves funds concerned with procurement, training and development, compensation, succession planning, employee retention and maintenance , motivation and employee engagement. GLOSSARY 1. Wages: The amount which is paid by the employer to an employee for the services of hourly, daily, weekly, fortnightly employees. 2. Salaries: The remuneration which is paid to an employee employed on a monthly or yearly basis is called salary. 3. Compensation: It is the financial or non-financial rewards given to the employees for their services rendered to the organization. 4. Incentives : Incentives are also called ' payment by results' which are paid in addition to wages and salaries in order to motivate the employees towards outstanding performance. 5. Fringe Benefits: Fringe benefit is the extra benefits provided to the employees in addition to the normal compensation paid in the form of wage and salary. 6. Human Resource Budgeting : Human Resource budgeting includes estimation of how an organization would allocate funds to all human resource related activities spanning the whole enterprise SELF ASSESSMENT QUESTIONS 1. What is 'wage'? is there any difference between 'wage' and 'salary'? 2. 'An enterprise with a well defined / administered wage and salary package will very conveniently be able to attract, utilize and retain talented human resource' – Do you agree? Give reasons in support of your answer. 3. Briefly discuss the factors influencing wage and salary administration. 4. Define job evaluation. What are the objectives of job evaluation? 5. State and explain two non – quantitative methods of job evaluation. 6. What do you mean by quantitative methods of job evaluation? Explain the two types of quantitative job evaluation methods.

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1/4	SUBMITTED TEXT	20 WORDS	66%	MATCHING TEXT	20 WORDS
	Minimum Wages Act, 1948, Payment of Wage Act, 1936, Equal Remuneration Act, 1976, Payment of Bonus Act, 1965, The				
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2/4	SUBMITTED TEXT	15 WORDS	76%	MATCHING TEXT	15 WORDS
	Productivity of workers To get the best results from the employees and to				
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73 WORDS

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According to the International Labour Organization (ILO),
" job evaluation is an attempt to determine and compare
the demands which the normal performance of a
particular job makes on normal workers, without taking
into account the individual abilities or performance of the
workers concerned." OBJECTIVES OF JOB EVALUATION

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The four methods of job evaluation are : ? job ranking
method ? job classification/ grading method, ? factor
comparison method and ? point method. Two of these

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Sources included in the report

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UNIT V INTEGRATION AND MAINTENANCE

UNIT V INTEGRATION AND MAINTENANCE OBJECTIVES On successful completion of this unit, the student will be able to ? Comprehend the integration function of Human Resource Management ? Understand the concept, meaning and objectives of Industrial Relations ? Get an understanding of the concept and meaning of industrial disputes and the factors affecting industrial disputes. ? Understand concept and benefits of Collective Bargaining ? Know the meaning of Workers Participation in Management ? Get an understanding of employee grievance ? Describe the various aspects of Trade Union ? Explain the concept and meaning of maintenance function ? Comprehend the meaning of Labor welfare ? Explain the concept of Social security ? Describe the concept of Quality of Work Life. **STRUCTURE** Introduction Concept of integration function of Human Resource Management Concept, and meaning of Industrial Relations Objectives of Industrial Relations Meaning and concept of Industrial Disputes. Factors affecting Industrial Disputes. Concept and benefits of Collective Bargaining Meaning of Workers Participation in Management Concept of employee grievances. Brief idea about Trade Unions Different elements of maintenance function Understand labor welfare and social security Describe quality of worklife. Summary Glossary Self Assessment Questions

INTRODUCTION A fundamental beliefs of Human Resource Management is the premise that it is the human resources of an organization that ultimately offers it the sustained competitive advantage which all enterprises aspire for. So it is imperative that the business venture consists of highly committed individuals as its workforce. Integration is the process which ensures that conflict of interests do not crop up in organizations. Through this function, it is assured that the HR policies are integrated with the overall business strategy and also that a harmonious relation exists among the management and employees. To successfully carry out the integration function, HR department ensures that the business unit enjoys healthy industrial relations. The relationship that is present between all the stakeholders in the industry is known as industrial relations. It is governed and moderated by the government. This denotes the presence of affinity or otherwise between the capitalists representing the industrialists and the employees. One important aspect of industrial relations is the occurrence or non – occurrence of industrial disputes. Industrial disputes signify any clash between the management and employees due to employment, non – employment, or terms and conditions of labour. There is conflict between employer and employees. Industrial peace and harmony do not prevail and a major barrier is faced in the achievement of long term goals and success. In order to prevent industrial disputes from cropping up at frequent intervals, business enterprises, engage in various activities and processes like collective bargaining and workers' participation in management. Collective bargaining is an important tool frequently resorted to in organizations to find out an amicable settlement between the conflicting groups – employers' group and the workers' association. In this process, the two parties negotiate with each other to reach an agreement regarding the rules, specifications and requirements of employment contract. Another important method of integrating the interests of the two main stake holders of any business unit, that is – employers and employees – is the implementation of the novel idea of workers' participation in management. Workers' participation in management means the psychological and emotional attachment of workers in team activities which act as a motivation for them to devote their energies to group decision making, and to the accomplishment of group goals. All of such mechanisms help in the integration function. Even in the presence of various methods to maintain industrial peace and harmony, grievances do crop up in the minds of the employees. To avert and to handle such situations in a sensitive manner, a solid grievance redressal procedure need to be formulated and practiced. Also when people feel such grievances and discontentment, they tend to consolidate their strength by forming associations. The formation of such an association by the people at work for maintenance and upliftment of the working environment and also for the protection of their interests through joint and concerted efforts is known as trade union. Trade unions play a pivotal role in generating and maintaining a climate of mutual trust, mutual understanding and confidence. Another related activity performed by this stream of management is that of maintenance. It is a coherent approach through which the management ensures that high performance employees continue serving their enterprises with full commitment and vigor. To accomplish this, human resource management department launches full fledged exercises to produce a congenial and conducive work environment. For this , it needs to concentrate on employee welfare, health, safety and comfort issues. This unit will give the students a thorough basic understanding of the above concepts. It covers all the topics of integration mentioned here, industrial relations and industrial disputes, collective bargaining, workers' participation in management, and collective bargaining. This unit also deals with maintenance function , discussing in details the concept of employee welfare and to help in the discharge of activities related to the upliftment of employee health, safety and comfort. Equipped with such knowledge, the students will gain thoughtful insights into matters of integration and maintenance function of the human resource department. **CONCEPT OF INTEGRATION** After going through a successful procurement process, proper employee developmental activities and also after ensuring that the workforce are adequately compensated, the business unit faces the challenge of integration. Integration is the process through which the human resource

functions reconciles with organizational goals. It ensures that on one end the individual goals are in congruence with departmental aims and organizational objectives and on the other hand it provides a connecting link between the varied aims of the different departments. In its role as an agent of integration function, the Human Resource department assimilates all the ventures of the business unit related to employee management, so that the employees exert their full efforts towards realization of enterprise goals voluntarily. Integration function of HRM activities supports precision, provides greater automation, prevents repetition and makes sure that the various departments of the enterprise run smoothly and harmoniously. When the system is integrated, the human resource managers in an integrated system, HR managers generate the proceedings, machineries and skills which enable the company to acquire, grow and place talent to cater to business demands.

CONCEPT AND MEANING OF INDUSTRIAL RELATIONS One of the basic activities of HR executives is to maintain and promote healthy employer-employee relations or industrial relations in organizations. Today industrial relations contribute a lot to the achievement of organizational goals. Every organization has to face a fierce competition in the market for its survival, growth and development. Such situation has intensified after the implementation of the policy of opening up of markets via liberalization, privatization and globalization in 1990s. Healthy industrial relations create a congenial and conducive work atmosphere in the organization that encourages collaboration and participation in a way so that it can confront the challenges of the market effectively. For these purposes, organization now-a-days tries to evolve mechanism to ensure uninterrupted running of its production. They aim to manifest productive work environment that optimizes the production and distribution of quality goods and services as per the requirements of the customers. Productive work environment is the outcome of sound employer-employee relations. So the dynamics of employer-employee interactions within the organization determine the industrial relations situation in the organization. So industrial relations mean relations between employees and management arising out of day to day work in any industry. The ILO or International Labour Organization has defined it as the relations among or between employer's organizations and worker's organization, under the watchful guidance of the state machineries. John T Dunlop recognized three actors, viz: employer, employees and government. He had opined that the interplay or the relations between the above three constitute what we call the industrial relations.

OBJECTIVES OF INDUSTRIAL RELATIONS Prima facie, the focus of industrial relations is the establishment of a work milieu which is conducive to the establishment of an enabling and collaborative organizational culture. This will aid the achievement of goals at three distinct levels: person, team and organizational. The other objectives of IRs are discussed below:

1. Maintain continuous production and enhance the productivity: Industrial relations ensure that the production process is maintained in an uninterrupted manner so that not only existing targets are achieved but also the company is able to set higher standards of productivity.
2. Minimize or lessen conflict: With harmonious industrial relations in place, level of adjustment between the management and employees is remarkably enhanced. In turn both parties get additional support to resolve disputes through dialogues and negotiation.
3. Industrial peace and harmony: A well functional industrial relations invite peace and harmony in industry while unsound industrial relations create disharmony, and unrest.
4. Promote trust, innovation and cooperation: Healthy industrial relations create a secure workplace for the employees. Trust is developed between both the parties. Due to this mutual trust, employees are motivated to take risks for the betterment of organization. They brainstorm towards innovative solutions for novel problems and go that extra mile to help each other.
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Contented and committed workforce: Healthy industrial relations create a committed workforce by increasing their wages, providing fringe benefits, social security measures, opportunities to develop, grow etc.

Factors influencing Industrial Relations Some important factors influencing industrial relations are discussed below:

- i. Technological advancement: Technological advancement introduces new devices, machines, techniques, methods etc. to produce quality goods at a reasonable price. This factor establishes relations between labour and management.
 - ii. Political factors: The attitudes, objectives, mission, ideologies of political parties influence workers' organizations and the government that regulate industrial relations in the organization.
 - iii. Socio-ethical factors: Societal environment particularly in the area of religion, custom, culture, population explosion and also level of morale, ethics of the people at work and management influence labour-management relations.
 - iv. Governmental factors: Government ideologies, vision, mission, approaches etc. influence industrial relations pattern.
 - v. Market conditions: Product market plays an important role to influence industrial relations situation of an organization.
- CONCEPT AND MEANING OF INDUSTRIAL DISPUTES** Section 2 (k) of Industrial Disputes Act 1947 has given a very vivid description of the term 'Industrial Disputes'.

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According to this Act, industrial dispute denotes clash or conflict between employers and employees, or between workmen and employers, or between workmen and workmen which is connected with the employment or non – employment, or the terms of employment or the conditions of labour.

On closer examination of this definition , we realize that industrial dispute is a conflict between : a. Management/Owners and Management / Owners b. Management/ enterprise owners and workmen c. Workmen and workmen Further, from this definition we understand that industrial dispute is concerned with : a. Employment b. Non – employment c. Employment contract rules/ specifications d. Labour conditions

An amendment of the ID Act, 1947 , which was undertaken in 1965, now states that a clash involving an employer and an individual workman is also an industrial dispute when it refers to discharge , dismissal, retrenchment or termination of a worker's services. **FACTORS AFFECTING INDUSTRIAL DISPUTES** Various factors contribute to the causes of industrial disputes. These factors are many and varied and may be economic or legal, or relate to management activities or trade union activities or it may deal with discipline oriented issues. These are discussed as below: 1. Economic Factors a. Wages and allowances b. Benefits aimed at welfare of the working class, like in the form of canteen facilities at a minimal rate, crèches for women employees, cool drinking water, medical benefits, house accommodation, transportation facilities, etc. c. Bonus , gratuity, retirement benefits. 2. Factors concerning management activities and practices a. Unfair labour activities b. Disinclination of employers to deal with workers' problems, non serious behavior of management to tackle workers' issues and demands. c. Autocratic way of management, considering the working class as mere commodities. 3. Factors concerning trade union activities and practices a. Rivalry between different unions and also within the same union. b. Unjust and unruly union activities c. Resorting to insubordination 4. Activities pertaining to discipline maintenance a. Dispersion of showcause notice, chargesheet and order of suspension. b. Retrenchment or lay-off of workers

c. Subjecting employees to discharge, dismissal or discharge simpliciter. 5. Factors concerning legal matters a. Multitude of labour laws. b. Labour laws becoming fruitless due to inappropriate implementation. c. Obsolescence of labour laws because of being enacted a long time back. **Types of Industrial Disputes** Industrial disputes can be of various types depending upon their purpose and techniques. Strike, Lockout, Gherao and Picketing are the most common forms of disputes. a. Strike : A strike is one of the very potent weapons frequently resorted to

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by trade unions and other labour associations to get their demands accepted. It involves

a situation where a group of worker quit work and intend to pressurize their employer/s with the ultimate goal that the demands be accepted. Thus if the group of workers stop

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work in a particular industry, they are said to be on strike. The

different forms of strike are: i.Token/Protest Strike: Token strike, also known as protest strike is a short duration strike. Through token strike workers convey the message to the management to settle grievance issues immediately. This token strike is first stage for indefinite strike/long duration strike. ii. Lightning Strike or Cat call Strike : Lightning strike is one form of strike. It is like a lightning in the sky which appears all on a sudden without giving any intimation or giving some indication to occur immediate before its appearance and disappears quickly. iii. Sit down Strike : Workers resorting to such form of strike sit down in the work place, they do not work and do not allow others to enter into the premises for work. Strikers remain in the factory till settlement of their issues/demands is made. iv. Stay away Strike:

Stay away strike is a form of strike when workers do not enter into premises but cease work and protest against the management through organizing/participating in rally, demonstration. v. Pen-down Strike: This is one form of strike that contains all the characteristics of a strike under section 2(q) of the Industrial Disputes Act, 1947. Under such strike employees working in offices remain present in offices, down their pens and refrain from doing work. vi. Tools-down Strike: Tools-down strike is one kind of strike. Under such form of strike workers remain present at the workplace at prescribed time, down their tools and refrain from doing work. vii. Unofficial Strike: This is a form of strike resorted to by some workers in the organization without approval of their trade union leaders. The decision to cease work is taken by striking workers themselves. viii. Hunger Strike : This is a manifestation process for showing anger, unhappiness, displeasure by the workers by remaining on fast during duty hours/beyond stipulated hours of work in front of management chamber/premises or main entrance of the premises. They also refrain from doing any work. The main objective is to put pressure on management to come to their terms by way of creating public sympathy/support. b. Lockout : Lockout is the equivalent of strike at the hands of employers. It is a temporary forceful work stoppage in which an employer prevents the employees from working. It is a weapon available to employers to force the employees to see his points of view and to accept his demands. c. Gherao : Gherao is a Hindi word which

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means to surround. It means a collective action initiated by a group of workers who encircle the members of the management and prohibit them from leaving the industrial establishment premises. The workers block the exit

and force the management people to stay inside their cabins. d. Picketing : This means posting pickets in front of the premises of the management or in front of their workplaces. Pickets are groups of workmen who are on strike and hold placards, banners informing everybody about the strike. It is actually a method of calling the attention of the general public to the issue at hand. METHODS FOR SETTLEMENT OF INDUSTRIAL DISPUTES The following refers to the common settlement methods of industrial disputes: • Grievance Procedure • Conciliation •

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Board of Conciliation • Voluntary Arbitration • Adjudication i.e. Labour Court, Industrial Tribunal and National Tribunal •

Collective Bargaining Grievance Procedure : It is one of the methods for disposal of grievances of the employees of the organization. Under the grievance procedure, grievances of employees are redressed within a reasonable period of time through different authorities or hierarchies in a systematic way. Conciliation : It is one of the statutory methods for settlement of disputes. Settlement is made by the third party, known as conciliation officer and appointed by the government. Under section 4 of the Industrial Disputes Act, 1947 conciliation officer is allocated the job of mediation and promotion of the settlement of industrial disputes. The conciliation officer investigates the cause of conflict without delay and induces the parties to sit through discussions and bring about a just and fair solution of the problem which is acceptable to all. Board of Conciliation : The Board of Conciliation is a temporary / adhoc body. A person is usually recruited to act as the chairman of the Board. The chairman of the Board is appointed by the government. The other two or four members of the Board are nominated by the parties to the dispute with equal number of representation. The Board actively pushes the parties to bring about the dispute solution that would be acceptable to all concerned. Voluntary Arbitration : It is one of the methods for settlement of disputes. When the conciliation fails, the conciliation officer persuades the parties to refer the dispute to arbitrator. The arbitrator investigates the dispute and submits award to the government. Adjudication : Adjudication is a method for settlement of disputes by a third party who would be chosen by the government. The adjudication machinery under the Industrial Dispute Act, 1947 consists of (1) Labour court (2) Industrial Tribunal and (3) National Tribunal The adjudication award is binding upon the parties to the industrial disputes. Collective Bargaining : Collective bargaining is a method of settlement of disputes mutually by both the union side and the employer side. It aims to sort out the difference between workers and management through mutual discussion, deliberation and to usher in a settlement. Collective bargaining is a voluntary mechanism. Both parties partake in the negotiation process at their will and settle disputes. CONCEPT OF

COLLECTIVE BARGAINING The term 'collective bargaining' was first used by Sydney Webb and Beatrice Webb

in 1891. It is one of the mechanisms used in organizations to make an amicable settlement between the parties, (that is union representatives and employer's representatives) in the organization. It is one of the key mechanisms that organizations actively utilize to usher in a climate of healthy industrial relations through generating a climate of mutuality. Collective bargaining process aims at fulfilling the expectations of the employees in a systematic way. Collective bargaining is a sort of 'group bargaining'. The literal meaning of collective bargaining means negotiating the terms of any agreement between two or more groups of people. Here both employer and employee act as two distinct groups. They discuss, negotiate and try to find an amicable solution to the disputes that they face. It includes a lot of arguments and counter arguments, proposals and counter proposals before an agreement can be reached and so rightly this term is called bargaining. According to Dale, Yoder, 'collective bargaining' is the term used to describe a situation in which the essential conditions of employment are determined by a bargaining process undertaken by representatives of a group of workers on the one hand and of any or more employers on the other. The importance of collective bargaining is manifold. It is beneficial both for the employees as well as the employers.

Benefits to employees

1. Pecuniary state of workmen The financial state of workmen may see a gradual upliftment as successful collective bargaining agreements on higher wage rates/ salaries and allowances get implemented.
2. Job security Collective bargaining process gives surety to workers about their job stability and security. It provides relief to them and they enjoy freedom from agony and anxiety of losing jobs.
3. Standard of life As the collective bargaining process improves upon the financial condition of the employees, it also results in enhancement of their standard of life.
4. Industrial democracy It brings in industrial democracy by establishing a platform for discussions in organizations whereby participation of employees with employers on various important issues can be possible.

Benefits to employers

The employers reap huge advantages through collective bargaining in a number of ways, which are mentioned as follows:

1. Uninterrupted production When the concerns of employees are addressed at, and they become contented, then they exert their full efforts and production activities are not disturbed.
2. Minimal conflict The process of collective bargaining, if followed properly would result in amicable settlement of many disputes. The employees feel satisfied, and they may not have major issues for raising industrial conflicts.
3. Implementation of decisions When the system of collective bargaining is being adhered to in organizations, it is seen that decisions of many of the disputes are being taken during this process. Their implementation becomes easier for the management as employees / union have already discussed, modified and ratified them.

4. Competitive advantage An organizational climate that supports collective bargaining, makes people dynamic and proactive. In effect, the company is able to capture the market through a change in quality of the product, service, delivery and the mindset of the people.

Collective Bargaining and its steps

It is grouped into three different phases. They are:

- (i) Pre - Negotiation phase,
- (ii) Negotiation phase and
- (iii) Post - Negotiation phase.

Pre - negotiation phase : This phase includes various steps / activities which are described as below:

- ? Determination of the negotiating team – It is very important for both the sides that is the management side and the worker's union side to choose the team that will represent their respective sides during the negotiation process.
- ? Ascertaining the bargaining strength – It is of great significance for both the parties to ascertain the strength of the self as well as that of the opposite party in order to carry on the bargaining process successfully. Both the union and the management take note of various elements viz, market situation, labour availability, financial strength, government attitudes, technological implications etc.
- ? Preparation for negotiation – Before the actual negotiation starts, both union and management prepare themselves by substantiating facts with arguments and counter agreements backed with necessary data. The ultimate aim of any one side is to compel an agreement from the other.
- ? Planning for strategy and tactics – Strategy refers to chalking out a suitable plan and formulating relevant procedures to be undertaken while the bargaining process is in progress. Some of the tactics adopted by the negotiating team are : a. Table pounding b. Anticipating objections to a proposal and answering them before

they are voiced c. Tabling a difficult clause d. Behaving friendly towards one member of the opposite team while other members of the same team behave very badly. Negotiation phase Negotiation typically involves formulating proposals, initiating discussions, giving out explanations, putting forth criticism and doling out counter criticisms. Basically each team tries to explore the meaning and effects of various proposals put on table, and seeks to secure their acceptance, and make counter – proposals or modifications for similar evaluation. To make the bargaining process effective, following points need to be adhered to : a. Full efforts given to avoid deadlock or breakdown of agreement. b. Both parties develop attitudes to help the organization to grow. c. Effective listening. d. Follow strategies and objectives. e. Develop an attitude of being fair, firm and unbiased. Post – Negotiation Phase After the completion of the negotiation process, the team needs to prepare agreement, to ratify and approve it and to implement it. So this post – negotiation phase consists of three stages. They are : a. Pre – ratification of agreement stage – Here the informal agreement is written down. This written form of agreement consists of : i. A preamble ii. Clauses and appendices mentioning details of them iii. Date of operation iv. Period of operation v. Mechanism to sort differences over interpretation of clauses vi. Names of signatories to the agreement. After preparation of the agreement. It is sent to union and management for ratification and approval. b. Ratification and agreement stage – On receipt of un – ratified agreement, both union and management who are authorized go through it, ratify, sign and approve it. The ratification of agreement is also required for legal provisions. The agreement is also called labour contract / union contract or labour management agreement. c. Implementation of agreement – The implementation of agreement is most vital because agreement becomes insignificant if it is not implemented. Primarily it is the duty of Human Resource Department / Personnel Department of the organization to ensure that the agreed issues are acted upon and implemented accordingly. MEANING OF WORKERS' PARTICIPATION IN MANAGEMENT Participation is a sort of compulsory inclusion of working class people in group activities to achieve group goals. The term, 'Workers' Participation in Management' is perceived by different people in different ways. The management typically views it as a joint consultation before taking a final decision, while workers, take it as co- decision or rather a process of co – determination. Trade unions however may consider it as a new power equation within the enterprise. Workers' participation in management actually involves total collaboration (mental and emotional) of workers in various situations that affect them as a group, and whereby they contribute to group decision making and shares responsibility for them. Implementation of this program makes it possible for workers to put forth their opinions while decisions are being taken within the organizations. Levels of participation : workers' participation in decision making at various levels are discussed here: 1. Information participation : This refers to sharing information in respect of sales figures, balance sheet, production , etc and the workers do not get to examine the veracity of claims made . 2. Consultative participation : Here, there is sharing of opinions on such matters as working conditions, welfare programme, techniques adopted at work and safety protocols etc. Joint council is an advisory board here, whose suggestions are not absolutely binding upon the authority. This means that they may choose to either accept or to reject it. The ultimate decision lies with the management. 3. Associative participation : Here management welcomes and implements the views and decision agreed upon by majority of the council members. 4. Administrative participation : Here, management shares a greater degree of authority and responsibility of administrative work with workmen. 5. Decisive participation : When participation is decisive , joint decisions are exercised on issues pertaining to production, safety and welfare. This refers to the highest form of participative activities. Forms of Workers' Participation in Management Workers' Participation in Management may sufficiently vary between industries and take numerable forms. Some of the forms of workers' participation in management in our country are discussed herein below: 1. Works Committee (1947) Business houses which have 100 or more people employed, form Works Committee. It is comprised in a legal manner under the ambit of Industrial Disputes Act, 1947. with equal number of workers' and employers' representatives. Formation of this committee is a legal binding upon the firm. However management is not legally obliged to obey the recommendations issued by it. 2. Joint Management Council (1958) It is a deliberative unit constituted mutually by workers and employers , with equal representatives from workers' end and the management's end. Council mainly aims to preserve peace and facilitate harmony in industry by dispersal of grievances of employees within a early period of time. 3. Worker-Director (1970): The government of India accepted the recommendations of the Administration Reforms Commission to appoint workers' representatives on the Board of Directors of Public Sector undertakings. The practice of appointing Worker Directors to the Boards is in force in Hindustan Antibiotics Ltd, NTC, public sector Banks, BHEL and others.

4. Workers' Participation Scheme (1975, 1977) The Central Government adopted through a resolution a novel approach to ensure that workers are duly included in managerial decision making process. This approach commonly known as Workers' Participation Scheme, was launched on October 30, 1975. This is a voluntary scheme which takes into its ambit all manufacturing and mining industries of any sector – private, public, or cooperative, where 500 or more persons are employed. It facilitates shop councils to be set up at the shop and floor levels and joint council to be formed at the plant level. 5. The New Scheme of workers' participation in management (1984) After thorough overhauling the functions of participative activities and progress of various scheme in organizations a new scheme was prepared and notified by the government in 1984. The important features of this scheme are briefly discussed below: • This scheme is applicable to all public sector organizations irrespective of number of workers employed. • Participation under this scheme is at the shop floor level, plant level and also at the board level. Shop floor level meeting discusses the matters relating to storage facilities, production, wastage control, welfare measures, health and safety measures, cleanliness etc. 6. The Participation of Workers in Management Bill, 1990 The central government introduced the Participation of Workers Management Bill in the Parliament on 25th May, 1990. Following are its highlights: i. The Bill provides for setting up Shop Floor Councils, Establishment Councils and Board of Management respectively at three different levels, viz shop floor, establishment level and board level. ii. The Bill provides that in the Board of Management the representation of 'workmen' and 'other workers' shall be 13% and 12% of the Board strength respectively, with minimum of one workers' representative in the Board. Objectives of Workers' Participation in Management Workers' Participation in Management tries to achieve the following objectives:

? Creating a state of mutuality Participation helps generate a climate of mutual understanding, mutual faith and mutual confidence between employees and management. ? Helping to identify the real problems that stand in the way of taking quality decision. Through participation by employees much more information may be available that can help get out from the standstill position and make decision. ? Promoting sound industrial relations: Participation brings both the parties (management and workers) close, promotes interpersonal relations, reduces industrial conflict and fosters a culture of good industrial relations. ? Helping the people to grow and develop : In participative management employees get the opportunity to question and suggest instead of having to follow a rigid set of instructions. This makes the employees grow and develop. ? Generating a sense of self-respect and dignity amongst employees : Participation process allows the employees to exert themselves freely in their work and protect themselves from being overwhelmed into a complex system of rules, procedures, and formalities. This helps the employees promote a feeling of dignity, self-respect. **CONCEPT AND MEANING OF EMPLOYEE GRIEVANCE** Grievance is the discontent or dissatisfaction caused by anything which a person may feel, think or perceive to be irrational, unjust or inequitable. Employee grievance is lack of contentment or satisfaction felt by the workmen that may be overt or covert. Such feelings arise out of work or conditions of work which the employees think or perceive to be unfair. It may be real or imagined feelings of personal injustice held by the workers against management or company rules. Thus the term 'grievance' may be thought of as a complaint of one or more employees against an employer in respect of employment, non – employment, terms of employment or conditions of labour. Features of grievance 1. It generates discontent or dissatisfaction. 2. It can take both covert or overt form. 3. It may be legitimate and valid or may be false, spurious, based on imaginary perception. 4. It may be written or oral. 5. It can well be related

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to employment, or non – employment, or terms of employment or conditions of labour. 6. The

employee develops a feeling, thought pattern, perception that injustice has been done. Reasons for grievance If management sincerely wants to remove grievance from employees, it first must identify the factors leading to it. It then gets easier for management to take curative and prophylactic measures to eradicate the same from enterprises. The causes of employee grievances are mentioned under different categories: 1. Wages ? Insufficient / inadequate wages ? Intentional or unintentional mistake in wage determination or calculation. ? Low rate of incentives. ? Withholding of approved allowances. 2. Working conditions ? Unsafe working conditions ? Dirty unclean toilets ? Inadequate toilet facilities ? Insufficient light and ventilation 3. Supervision ? Faulty dyadic relationships ? Indifferent attitude of supervisors ? Poor technical skill of supervisors ? Improper instructions given by foreman.

4. Company policies ? Unfavourable , unsuitable promotion policy ? Frequent transfer with no clear cut policy. ? Absence of rules pertaining to leave. ? Mistake in interpretation of different leave rules. 5. Alleged violation of rules, agreement, etc ? Violation of settlement / collective bargaining agreement ? Non conforming to understandings reached between management and recognized unions. ? Wrong interpretation of company's laws and rules, disciplinary procedures and instructions. Impacts of Grievance The impacts of grievance is manifold. They are hereby described as under. Impacts on employees ? Decrease in production – Employees may not be able to give their best to produce the standard level of production. Since the production decreases, the employees earn less. ? Absenteeism – Employees feel unhappy , dissatisfied. They may not like to attend to the task assigned to them. They remain absent frequently that results in increase in rate of absenteeism. ? Turnover – Dissatisfied group of workers prefer to leave the organization if their grievances are not redressed to their satisfaction. This may increase the rate of labour turnover. ? Accident – The rate of accidents may go high if the employees become insincere, casual and work reluctantly. Impact on Management ? Dyadic relation – Dyadic relationship between supervisor and the grievant employee is affected in a situation when the employee grievance is not redressed and is piled up for long. ? Work activity – When the employees remain unhappy because of their grievances not being disposed off, it is difficult for the supervisor to effectively run the department and make production system smooth.

? More disciplinary cases – Grievance may increase the number of disciplinary action cases. The activities like issuing show cause notices, chargesheet, warning, caution letters may take the form of a regular phenomenon. ? Incompetency , inefficacy – Accumulation of grievances indicates the ineffectiveness and incompetencies of the management that may be affect the career growth of the management vis – a – vis overall functioning of the organization. Impact on Organization Employee grievances affect the organization. These effects are : ? Production – Employees may not give optimum production. So production may decrease. ? Quality product – The unhappy employees may not work sincerely and attentively that may result in deterioration in quality of products. ? Wastes , scrap and defects – The company may witness unusual increase in wastages, scraps and defects that appear in the process of working by the employees. ? Organizational goals – In a situation , where grievances are accumulated for days together it may not be possible to achieve individual goals, group goals and corporate goals. Trade Union Trade Unions, according to Sydney Webb and Beatrice Webb have been described as

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a ' continuous association of wage earners for the purpose of maintaining or improving the conditions of

work'. The term 'Trade Unions' can be easily thought of as an association of people at work whose purpose is to cater to and work for the interest of members through bringing in mutuality. The Trade Unions Act, 1926, defines trade unions as a body constituted either on a short term basis or more commonly as a permanent body, formed mainly to monitor

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the relations between workers and employers, employers and employers and also between workers and workers or for imposing restrictions on the conduct of trade and business.

Characteristic of Trade Unions ? May be of either of employers or employees. ? Most commonly it is a continuous association of workers. ? Workers' issues are settled through direct negotiations with management people. ? It controls and promotes a healthy labour management relations. ? Prime intention of such associations is economic. Objectives of Trade Unions The objectives of trade unions are described as below: 1. Economic conditions An important aim of any trade union is to secure adequate wages and salaries of workers for the services that they render. They bargain for higher salaries and wages of workers and employees. 2. Grievance redressal Trade unions ensure that the organization has in place an efficient system for the quick redressal of grievances of all employees that may crop up from time to time. 3. Welfare and social security Trade union leadership demands for providing welfare and social security benefits for the employees as per laws and agreements. 4. Disciplinary activities Many times unions successfully act as restraints for the management and it is prohibited from taking any unfair , unjust, and illegal disciplinary actions against the member employees. 5. Industrial democracy One of the prime objectives of trade unions is to ensure that industrial democracy is achieved. This means that workers have a say in the running of the industry.

Employee Maintenance An important function of human resource management is employee maintenance. Employee maintenance is synonymous with protection and promotion of the physical and mental health of employees. It highlights the importance of productive employees in the organization and how they can be suitably retained. For this, good relations need to be maintained with employees along with providing suitable working environment. So, consideration of health, safety and comfort of employees assumes utmost importance. Maintenance function tries to increase the satisfaction quotient of employees. Employee maintenance thus deal with employee relations, their health, welfare and safety . A brief explanation of these activities are as follows : ? Employee relations : This concerns maintaining a good working environment in organization. Congenial and conducive relations should prevail upon in all communications between management and employees and also between the employees themselves. Managers should incorporate a working environment which facilitates rather encourages employee participation in the decision making process. ? Employee health : Certain sections of The Factories Act 1948 deals with provisions that will preserve the health of the employees. So employee health deals with matters relating to cleanliness, garbage and scrap management, proper ventilation and temperature regulation, artificial humidification, avoidance of overcrowding, adequate lighting, clean and cold drinking water, maintenance of clean toilets with separate provisions for males and females. ? Employee welfare : Employee welfare is concerned with providing some employee wellbeing facilities. Welfare facilities involve provisions for work, health insurance, canteen facility, recreation facility, rest room, games and sport, etc. ? Employee safety: Sections 21 to 40A, 40B and 41 of the Act notify the rules that has been promulgated to secure the safety of workers. It relates to provisions concerning the protection of workers from injuries and prevention of accidents. It also relates to employment of young persons and women and preventing them from working on dangerous machines.

Labour Welfare Labour Welfare is a broad term that takes within its ambit all such activities intended for the benefit and comfort of employees and which always extend above and beyond the salaries and wages of the employees, given by the employer. Labour Welfare encompasses all such services and facilities made available for employees within the organization or in its vicinity to enable them to do their work in hygienic surroundings that will eventually boost up their morale and health. All activities of employers that aim at providing facilities for employees in addition to wages and salaries are given the term labour welfare. Labour welfare is not always in forms of money. In many cases, it takes other forms and kind. Employee welfare takes into account the working conditions, facilitates harmony in industry through infrastructure development for health, maintains industrial relations and supports insurance against diseases, accidents and unemployment for workers and their families. Objectives of labour welfare 1. Brings in better health conditions for the workers. 2. Looks to securing an easy life and a more comfortable one for the workers. 3. Tries to bring in contentment among employees. 4. Directed at relieving the workers from work – related fatigue and also promotes intellectual, cultural and material welfare of the working class. Types of labour welfare Broadly labour welfare can be categorized into five types. They are as follows: 1. Intramural 2. Extramural 3. Statutory 4. Voluntary

5. Mutual Intramural welfare The facilities which are provided within the premises of the enterprise come to be known as intramural facilities. Such welfare activities may concern the safety and may include fencing and covering of machines, reducing industrial fatigue, state – of – the –art technology and floor plan of the factory, proper lighting facilities, and primary medical aid facilities. It is a legal obligation for employers to provide for such amenities. Extramural welfare These are the facilities that are offered to the workers, but not within the premises of the enterprise. They are appropriate housing accommodations, inhouse and outdoor games opportunities, kids' educational facilities, etc. Formerly, extramural facilities have not been accorded due recognition. Gradually they had assumed increased significance for their contribution towards general welfare and upliftment of workers. Statutory welfare These refer to facilities whose provisions are legally binding to the employers. It is mandatory by law for the employers to provide for such amenities like : drinking water, sitting arrangements, basic medical care facility, toilet, provision for canteen, proper ventilation and lighting, rooms for washing clothes, changing dresses and taking rests, etc. Voluntary welfare Sometimes employers provide for certain facilities for their employees voluntarily outside the ambit of legal obligations. They do so based on their own judgement and discretion. It is dependent on the philanthropic mentality of the employers whereby they willingly make available different opportunities and arrangements for the benefit of workers which are over and above the statutory measures. Examples may include availability of transport facility, avenues for recreation, developing cooperative societies, children's education, loans for purchasing vehicles, and provision of library, etc. Mutual welfare Mutual welfare is a joint endeavor by both the corporate management and the workmen or their organizations that is trade unions. In India, sadly the unions

lack pecuniary strength and so may be unable to partake in such activities on a large scale. Concept of Social Security Social security means according a certain degree of protection to the people against any kind of social and economic problem - that may arise due to sickness, work related injuries, sudden unemployment, old age, maternity and death – through specific agencies and programmes. The central idea behind social security is to ensure community help to people in case of any misfortunes which he himself is unable to take care of with his own resources. Definitions Social security has been defined by Sir William Devergridge as " an attack on five giants . namely want, squalor, illness, disease and ignorance." "By social security we undertake a programme of protection provided by society against those contingencies against which the individual of small means cannot effectively provided by his own ability and foresight." - -International Labour Organization Objectives of social security 1. One objective of social security is to instill in confidence in the people that their quality of life and standard of living will not be adversely affected by any misfortune or mishaps resulting in their inability to work for a living. 2. Facilitates the initiation and adoption of various programs that concern issues dealing with unemployment, insurance and creation of new employment opportunities through rational planning and industrial development. 3. It seeks to provide pension for oldage. 4. It also makes provisions for cash benefits for people suffering from disablement origination from employment. 5. The underlying belief in social security is that persons who contribute to country's economy or will be contributing should have protection against the vagaries of life accorded to them from society. Scope of social security International Labour Organization (ILO) has classified the scope of social security under nine heads. They are as follows : 1. Medical care 2. Sickness benefit 3. Unemployment benefit 4. Employment injury benefit 5. Old age benefit 6. Maternity benefit 7. Family benefit 8. Survivor's benefit 9. Invalidism benefit Features of social security 1. Employee participation has to be compulsory in various schemes of social security. 2. Under the social security schemes, the contributions of employees are accumulated under specific funds, from which their payments are made. 3. The funds from which payments are made consist of payments both from the employer's ends as well as from employees' ends. The workers' contributions are minimal as compared to that of the employers whose financial assistance make up the major portion of the fund. 4. The social security schemes, are arranged in such a manner that everyone who has contributed becomes a beneficiary. Quality of Work Life

Quality of Work Life (QWL) indicates if the working conditions of an organization are favorable or unfavorable for the employees. It is a broad term that refers to the climate which is concerned with skill and competence development of people, satisfying physiological and psychological needs, promoting dyadic relations as well as relations among the employee themselves. It relates itself to establishment of congenial and conducive work atmosphere and ensures achievement of goals at three different levels – individual, group, and organizational. According to Harrison , 'Quality of Work Life' is the degree to which work in an organization contributes to material and psychological well being of its members.' Quality of Work Life exerts an impact on productivity of workers and is thought of having an impact on both psychological and physical health of individuals. Richard E. Walton has described eight different dimensions

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of employment that bring about desirable quality of work life. These conditions are : 1. Adequate and fair compensation. 2. Safe and healthy working conditions. 3. Immediate opportunity to use and develop human capacities. 4. Opportunity for continued growth

and security 5. Social integration at the work place 6. Constitutionalism in the work environment 7. Work and total life space 8. Social relevance of work life Principles of Quality of Work Life QWL is basically an activity that considers the human element at work. Herrick and Maccoby have enumerated four main principles that will make the job more interesting and comfortable for employees. They are as follows : The Principle of Security Humanization of work relates to the situation where the working condition is safe, healthy, and there are no existant anxiety, worries and tension of the employees with regard to security of job. There needs to be job security and provision of safety guidelines against occupational hazards. The Principle of Equity

This ensures that the concept of equity is applied to activities that the people perform in their businesses. People doing same or similar kind of work at same or similar levels should get equal treatment. People's reward, perquisites, benefits need to be ascertained on the basis of the efforts people make or the inconveniences they go through to execute their jobs. The Principle of Individualism There is a great degree of diversity in attitudes, skills, etc of different employees. So the organizations ensure that each person is offered with opportunities to groom his or her personality and hone their individual skills. They should be given a greater degree of freedom in deciding their pace of activities as well as designing their work operations. The Principle of Democracy In a democratic work setting, employees are treated by the management as resource, assets or partners of the company. Close supervision, control over the subordinates' activities stand in the way of enhancing the QWL. Glossary Industrial Relations Industrial relations mean relations involving workers and employers that take place due to daily work in any industry, under the watchful guidance of the state machineries or

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the government. Industrial Disputes Industrial dispute denotes clash or conflict between workers and workers, or between workmen and employers, or between workers and workers that relates to employment or non – employment, or the terms of employment or the conditions of labour.

Collective Bargaining The term collective bargaining means negotiating the terms of any employment related agreement between representatives of a group of workers on the one hand and one or more representatives of employers' groups on the other hand. Workers Participation in Management Workers' Participation in Management (WPM) is a process which actually involves total collaboration (mental and emotional) of workers in various situations that affect them as a group, and whereby they contribute to group decision making and shares responsibility for them. Employee Grievance Employee grievance is lack of contentment or satisfaction felt by the workmen that may be caused by anything which the persons may feel , think or perceive to be irrational, unjust or inequitable. Trade Union The term 'Trade Unions' can be defined as an association of people at work formed either on a temporary or permanent basis whose purpose is to regulate

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the relations between workers and employers, employers and employers and also between workers and workers or for imposing restrictions on the conduct of trade and business.

Labour Welfare Labour Welfare is a broad term that takes within its ambit all such activities intended for the benefit and comfort of employees and that which extend above and beyond the salaries and wages of the employees, given by the employer. Social Security Social security refers to all such agencies and programmes that are meant to accord a certain degree of protection to the people against any kind of social and economic problem - that may arise due to sickness, work related injuries, sudden unemployment, old age, maternity and death. Quality of Work Life (QWL) Quality of Work Life (QWL) refers to the favorableness or unfavorableness of the work conditions of any enterprises for its employees Summary Integration is one of the important functions of Human Resource Management. It ensures that the different departments of an organization are coordinated with each other's goals and objectives in such a manner that the enterprise is successfully able to achieve its primary aim. It ensures that employees are motivated both through financial and non – financial incentives so that they work willingly and effectively for the organization's success. An integrated Human Resource Management System has a crucial part in the business enterprise's success. Integration function reconciles the organizational goals with department and team goals. Through the integration function, human resource management aims to combine the various systems in a harmonic manner. Industrial relations are a natural fallout of employment situations between the employees and employers. Advancements in industry is unfeasible without wholehearted collaboration of the working class and an underlying harmonious relationship. So all concerned need to ensure a congenial atmosphere. In broad sense, it encompasses all interactions that exist among government, workers, management and their respective associations or unions. The key players in industrial relations are workers and their associations, employers and their representatives, and specialized government agencies like labour courts, tribunals and other conciliation machineries. Sound industrial relations result in a healthy workplace environment that result in loyal and motivated employees. In a reverse situation wherein unhealthy industrial relations prevail, the industry becomes plagued with industrial disputes. Industrial disputes concern disagreements between

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groups of workmen and employers in an industry. So the contentious issues related to employment, non – employment, terms of employment or the conditions of labour

between workmen and employers come under the purview of industrial disputes. Various techniques have been adopted by government agencies and industry people to ensure that industrial conflicts become as minimal as possible. Collective Bargaining is one such method which may be adopted whereby the management and workmen or their representatives try to forge out an agreement through repeated negotiations between themselves. Such an agreement or contract is aimed at governing employer – employee – and union relationships. It is concerned with discussions and bargaining between the two main groups – management and employees – regarding the terms and conditions of employment. Another similar component to maintain industrial democracy and to ward off industrial disputes is the concept of Worker's Participation in Management (WPM). It takes into consideration the

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mental and emotional engagement of workers in the management of an enterprise. It

provides a platform to the workers through which they are able to exert their decisions on major organizational matters in front of the administration and thus maintain and sustain a climate of peace and equilibrium and peace. Discontentment in employees' minds that originate from job conditions deemed by them to be unjust is known as employee grievance. Unaddressed employee grievance has the potential to mature into large scale industrial dispute. Hence organizations need to have a well structured grievance redressal policy so as to maintain peace and harmony.

80%**MATCHING BLOCK 16/18****SA** SSOU_MBA_Human Capital Management and Industri ... (D27478619)

A trade union is an association of employees formed on a continuous basis with the

aim to secure and maintain their rights and benefits. Unions cater to the needs of the labourers and the problems faced by them. Maintenance of discipline among the workers is also one of their liabilities. An important aspect of industrial relations is labour welfare. It includes overall welfare facilities designed to take care of well being of employees in order to increase their living standards. These are not provided by employers alone. It can also be provided by government and non government agencies. Social security is a device provided by society against insecurities arising out of natural, social and economic causes. Various laws have been enacted to ensure social security for the workmen. They are : The Workmen's Compensation

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Act, 1923; The Employees' State Insurance Act, 1948; The Employees' Provident Funds and Miscellaneous Provisions Act , 1952; The Maternity Benefit Act, 1961; The Payment of Gratuity Act , 1972.

Self – Assessment Questions 1. Define "industrial relations". Briefly explain the factors influencing industrial relations. 2. Narrate the objectives of industrial relations. 3. What do you mean by industrial disputes? Explain the factors that contribute to the development of disputes in the industrial settings? 4. State and explain the types of industrial disputes. 5. Differentiate between : a. Strike and lockout b. Picketing and gherao. 6. Explain the common methods used for the settlement of Industrial Disputes. 7. Define and explain the concept of collective bargaining. 8. ' Collective bargaining plays an important role to improve labour – management relation and to ensure peace and harmony in the industry.' – Justify this. 9. Explain in brief the collective bargaining procedures commonly employed in an enterprise. 10.

44%**MATCHING BLOCK 18/18****SA** MCom_Management of Industrial Relations Study ... (D42919854)

What do you mean by the term ' workers' participation in management'? Discuss the objectives of workers' participation in management. 11. Briefly narrate the different forms of Workers' Participation in Management. 12.

Explain what do you mean by employee grievance? 13. Discuss the factors responsible for employee grievance. 14. Employee grievance , if not redressed , may make an impact on the employees , management and the organization. Do you agree? Give your views.

15. What is a Trade Union? State the salient characteristics of a Trade Union.

Hit and source - focused comparison, Side by Side

Submitted text As student entered the text in the submitted document.

Matching text As the text appears in the source.

1/18	SUBMITTED TEXT	32 WORDS	78% MATCHING TEXT	32 WORDS
	Contented and committed workforce : Healthy industrial relations create a committed workforce by increasing their wages, providing fringe benefits , social security measures, opportunities to develop, grow etc.		Contented and Committed Workforce: The objective of industrial relations is to create a contented and committed workforce by way of increasing their wages, providing fringe benefits, social security measures, opportunities to develop, grow etc.	
	W https://www.businessmanagementideas.com/industries/industrial-relations-industries/objectives-of- ...			
2/18	SUBMITTED TEXT	45 WORDS	74% MATCHING TEXT	45 WORDS
	According to this Act, industrial dispute denotes clash or conflict between employers and employers, or between workmen and employers, or between workmen and workmen which is connected with the employment or non – employment, or the terms of employment or the conditions of labour.			
	SA SSOU_MBA_Human Capital Management and Industrial Relations_Pages 212.pdf (D27478619)			
3/18	SUBMITTED TEXT	15 WORDS	96% MATCHING TEXT	15 WORDS
	by trade unions and other labour associations to get their demands accepted. It involves			
	SA SSOU_MBA_Human Capital Management and Industrial Relations_Pages 212.pdf (D27478619)			
4/18	SUBMITTED TEXT	14 WORDS	96% MATCHING TEXT	14 WORDS
	work in a particular industry, they are said to be on strike. The			
	SA SSOU_MBA_Human Capital Management and Industrial Relations_Pages 212.pdf (D27478619)			

5/18	SUBMITTED TEXT	37 WORDS	48%	MATCHING TEXT	37 WORDS
<p>means to surround. It means a collective action initiated by a group of workers who encircle the members of the management and prohibit them from leaving the industrial establishment premises. The workers block the exit</p> <p>SA BHR 310 Industrial Relations Management.docx (D50777964)</p>					
6/18	SUBMITTED TEXT	21 WORDS	89%	MATCHING TEXT	21 WORDS
<p>Board of Conciliation • Voluntary Arbitration • Adjudication i.e. Labour Court, Industrial Tribunal and National Tribunal •</p> <p>SA HRM PAPER - III.pdf (D142236506)</p>					
7/18	SUBMITTED TEXT	19 WORDS	80%	MATCHING TEXT	19 WORDS
<p>COLLECTIVE BARGAINING The term ' collective bargaining' was first used by Sydney Webb and Beatrice Webb</p> <p>SA Unit 17 B4 HRM.docx (D142212492)</p>					
8/18	SUBMITTED TEXT	17 WORDS	82%	MATCHING TEXT	17 WORDS
<p>to employment, or non – employment, or terms of employment or conditions of labour. 6. The</p> <p>SA Adjudicatory Mechanisms under Industrial Disputes Act.docx (D42341896)</p>					
9/18	SUBMITTED TEXT	18 WORDS	100%	MATCHING TEXT	18 WORDS
<p>a ' continuous association of wage earners for the purpose of maintaining or improving the conditions of</p> <p>SA HRM PAPER - III.pdf (D142236506)</p>					
10/18	SUBMITTED TEXT	42 WORDS	61%	MATCHING TEXT	42 WORDS
<p>of employment that bring about desirable quality of work life. These conditions are : 1. Adequate and fair compensation. 2. Safe and healthy working conditions. 3. Immediate opportunity to use and develop human capacities. 4. Opportunity for continued growth</p> <p>SA HRM PAPER - III.pdf (D142236506)</p>					

11/18	SUBMITTED TEXT	31 WORDS	55% MATCHING TEXT	31 WORDS
	the relations between workers and employers, employers and employers and also between workers and workers or for imposing restrictions on the conduct of trade and business.			
SA	346E2440(1)-Labour Welfare & Industrial Relations - _Final_OK_Dt_13.12.22_.pdf (D165203727)			
12/18	SUBMITTED TEXT	47 WORDS	45% MATCHING TEXT	47 WORDS
	the government. Industrial Disputes Industrial dispute denotes clash or conflict between workers and workers, or between workmen and employers, or between workers and workers that relates to employment or non – employment, or the terms of employment or the conditions of labour.			
SA	Industrial DisputesAIL.docx (D29185457)			
13/18	SUBMITTED TEXT	29 WORDS	55% MATCHING TEXT	29 WORDS
	the relations between workers and employers, employers and employers and also between workers and workers or for imposing restrictions on the conduct of trade and business.			
SA	346E2440(1)-Labour Welfare & Industrial Relations - _Final_OK_Dt_13.12.22_.pdf (D165203727)			
14/18	SUBMITTED TEXT	27 WORDS	60% MATCHING TEXT	27 WORDS
	groups of workmen and employers in an industry. So the contentious issues related to employment, non – employment, terms of employment or the conditions of labour			
SA	Industrial DisputesAIL.docx (D29185457)			
15/18	SUBMITTED TEXT	14 WORDS	76% MATCHING TEXT	14 WORDS
	mental and emotional engagement of workers in the management of an enterprise. It			
SA	SSOU_MBA_Human Capital Management and Industrial Relations_Pages 212.pdf (D27478619)			

16/18	SUBMITTED TEXT	16 WORDS	80% MATCHING TEXT	16 WORDS
<p>A trade union is an association of employees formed on a continuous basis with the</p> <p>SA SSOU_MBA_Human Capital Management and Industrial Relations_Pages 212.pdf (D27478619)</p>				
17/18	SUBMITTED TEXT	33 WORDS	76% MATCHING TEXT	33 WORDS
<p>Act, 1923; The Employees' State Insurance Act, 1948; The Employees' Provident Funds and Miscellaneous Provisions Act, 1952; The Maternity Benefit Act, 1961; The Payment of Gratuity Act, 1972.</p> <p>SA 346E2440(1)-Labour Welfare & Industrial Relations - _Final_OK_Dt_13.12.22_.pdf (D165203727)</p>				
18/18	SUBMITTED TEXT	33 WORDS	44% MATCHING TEXT	33 WORDS
<p>What do you mean by the term 'workers' participation in management'? Discuss the objectives of workers' participation in management. 11. Briefly narrate the different forms of Workers' Participation in Management. 12.</p> <p>SA MCom_Management of Industrial Relations Study material SOL.pdf (D42919854)</p>				