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Programme: M.A., HUMAN RESOURCE MANAGEMENT

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BARGAINING

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UNIT – IV

Discipline and Grievance Handling

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Discipline and Grievance Handling

This presentation will explore the crucial aspects of discipline and grievance handling in industrial establishments, outlining best practices and legal frameworks for ensuring a harmonious workplace.



Importance of Discipline in Industrial Establishments

Productivity and Efficiency

Discipline fosters a sense of order and responsibility, leading to improved productivity and efficiency by reducing workplace disruptions and encouraging adherence to rules and procedures.

Positive Work Environment

A disciplined work environment contributes to a positive and harmonious atmosphere, promoting respect, cooperation, and a shared sense of purpose among employees.

Safety and Security

Discipline is essential for maintaining workplace safety and security, ensuring adherence to safety regulations, and minimizing accidents and incidents.



Causes of Indiscipline

Lack of Clarity

Ambiguity in rules, policies, and procedures can lead to misunderstandings and confusion, contributing to indiscipline.

Ineffective Communication

Poor communication between management and employees, or among employees themselves, can result in misunderstandings, resentment, and ultimately, indiscipline.

Unfair Treatment

Discrimination, favoritism, or inconsistent application of rules can create a sense of injustice and lead to resentment, fueling indiscipline.

Poor Leadership

Weak or ineffective leadership can undermine morale, create a culture of indiscipline, and hinder positive workplace practices.



Maintenance of Discipline

Clear Rules and Policies

Establish clear and comprehensive rules and policies that are communicated effectively to all employees.



Open Communication

Promote open communication channels where employees feel comfortable raising concerns, providing feedback, and seeking clarification.



Training and Development

Provide regular training and development opportunities to enhance employee knowledge, skills, and understanding of workplace rules and procedures.



Fair and Consistent Treatment

Ensure fair and consistent treatment of all employees, upholding principles of equality, equity, and transparency.



Domestic Enquiry – Concept and Practice

1

Formal Investigation

A formal investigation conducted by an employer to determine the facts of a misconduct allegation.

2

Disciplinary Action

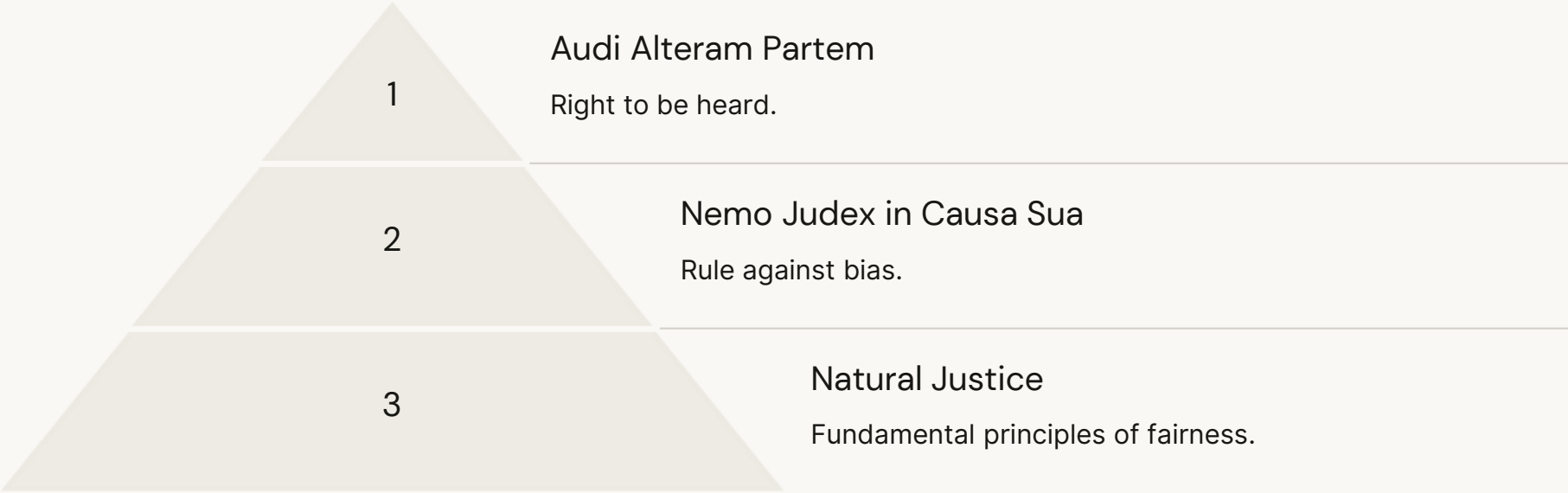
Based on the findings of the domestic enquiry, appropriate disciplinary action may be taken, ranging from warnings to termination of employment.

3

Fair and Impartial

Domestic enquiries must be conducted fairly and impartially, ensuring that the accused employee has an opportunity to present their case and defend themselves.

Principles of Natural Justice



Key Industrial Pronouncements

1

The Workmen of Hindustan Motors Ltd. v. The Management of Hindustan Motors Ltd., 1977

The Supreme Court emphasized the importance of conducting a fair and impartial domestic enquiry.

2

Western India Match Co. Ltd. v. Workmen, 1981

The Supreme Court reiterated the need for natural justice in disciplinary proceedings.

3

State Bank of India v. N.K. Modi, 1998

The Supreme Court held that a domestic enquiry should be conducted by a competent and impartial authority.



**Immediate
Disciplinary
Actions
Consequences**

Principles of Hot Stove Rule

1

Immediate

Disciplinary action should be taken promptly after the misconduct occurs.

2

Consistent

Same consequences should apply for similar offenses.

3

Forewarning

Employees should be informed of the consequences of their actions.

4

Impersonal

Disciplinary action should not be directed at the individual, but rather at the behavior.

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Grievance Handling – Constitution of Grievance Committee



Employee Representatives

Employees representing different departments or levels of the organization.



Management Representatives

Management representatives with authority to address grievances.



Neutral Third Party

A neutral third party (e.g., a senior manager or an external mediator) to facilitate discussions and ensure impartiality.

Grievance Redressal Mechanism – Industrial Establishments (Standing Orders) Act, 1946



Discipline and Grievance Handling

Mechanisms for Resolution of
Industrial Disputes

Discipline: Causes and Maintenance

- - Causes of indiscipline
- - Importance of maintaining discipline
- - Strategies for fostering a disciplined work environment

Domestic Enquiry and Principles of Natural Justice

- - Concept and practice of domestic enquiry
- - Principles of Natural Justice
- - Key industrial pronouncements and guidelines
- - Application of the Hot Stove Rule

Grievance Handling: Overview

- - Meaning and significance of grievances
- - Constitution of grievance committees
- - Role of grievance handling in industrial harmony

Sources and Benefits of Grievance Redressal

- - Sources of grievances: workplace issues, policies, etc.
- - Benefits of effective grievance redressal
- - Tools and practices for addressing grievances

Industrial Establishment (Standing Orders) Act, 1946

- - Overview of the Act
- - Key provisions and applications
- - Role in maintaining industrial discipline and harmony