

MAINTENANCE

Human Resource Management

Course - B.com

Semester - 4th

Unit - 3 (b)

Paper code -BCOM CC410

Contents :

- Employee health and safety
- Employee welfare
- Social security
- Grievance handling
- Redressal industrial disputes causes and settlement machinery.

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Employee health and safety

- Health - It is a state of well being . It not only includes physical well being , but also emotional and mental well being .
- Safety - It refers to the measures to protect the physical well being of employees. It means protecting employees from injuries caused by work-related accidents.
- Security- Protecting facilities , equipment and information.

Need for Health

Industrial health is essential to-

- ☐ Promote and maintain the highest degree of physical , social and mental well being of workers.
- ☐ Improve productivity and quality of work.
- ☐ Reduce accidents , injuries , absenteeism and labour turnover.
- ☐ Protect workers against any health hazard arising out of work or conditions in which it is carried on.

Legal provisions regarding health

The factories Act , 1948 , lays emphasis on the following preventive measures .(Sec 11 to 20)

| | |
|-----------------------------|------|
| Cleanliness | (11) |
| Waste | (12) |
| Ventilation and temperature | (13) |
| Dust and fumes | (14) |
| Artificial humidification | (15) |
| Overcrowding | (16) |
| Lighting | (17) |
| Drinking water | (18) |
| Urinals | (19) |
| Spittoons | (20) |

Safety

- It refers to the measures to protect the physical well being of employees. It means protecting employees from injuries caused by work-related accidents (*Industrial accident & industrial injury* .)
- Industrial accident - according to the factories Act ,1948 it is a sudden and unexpected occurrence in an industrial establishment causing bodily injury to a person which makes him unfit to resume his duties in the next 48 hours
- Industrial injury – a personal injury to an employee which has been caused by an accident or an occupational disease , and which arises out of , or in the course of , employment, and which would entitle such employee to compensation under the workman compensation Act , 1923.

Types of injuries and accident

The main purpose of effective safety programmes in an organisation is to prevent work-related injuries and accident. A well managed factory will see to that there are no physical hazards such as :

- i. Slipping & falling hazard
- ii. Obstruction and collision hazard
- iii. Equipment hazard
- iv. Hazard from falling objects
- v. Fire hazard

Legal provisions regarding safety

The factories Act , 1948 , emphasizes the following safety provisions :

- Fencing of machinery (Sec 21)
- Work on or near machinery in motion (Sec 22)
- Employment of young person (Sec 23)
- Striking gear & devices for cutting off power (sec 24)
- Self acting machines (sec 25)
- Casing of new machinery (sec 26)
- Employment of women , children near cotton openers (sec 27)
- Hoists and lifts (Sec 28)
- Lifting machines , chains and ropes (Sec 29)
- Revolving machinery (Sec 30)

Effective Safety Management

A comprehensive approach to safety includes the following steps :

- Safety policy
- Top management support
- Safety committee
- Safety discipline motivation
- Safety engineering
- Safety training & communications
- Accident investigation and research
- Evaluation of safety effort
- Governmental support

Employee Welfare

Employee welfare is a comprehensive term including various services, facilities and amenities provided to employees for their betterment. It generally includes those items of welfare that is provided by statutory provisions or required by the customs of the industry or the expectations of employees from the contract of service from the employers. The basic purpose is to improve the life of the working class. The purpose of providing welfare amenities is to bring about the development of the whole personality of the worker-his social, psychological, economic, moral, cultural and intellectual development to make him a good worker, a good citizen and a good member of the family.

Labour Welfare :- Different interpretations

The ILO report refers to Labour welfare as “such services, facilities and amenities which may be established in or in the vicinity of undertakings to enable the persons employed in them to perform their work in healthy and peaceful surroundings and to avail of facilities which improve their health and high morale.”

According to Labor Investigation Committee “Anything done for the intellectual, physical, moral and economic betterment of the workers, whether by the employers, by the government or by other agencies over and above what is laid down by law or what is normally expected on the part of the contractual benefits for which worker may have bargained.”

Features of Labour Welfare

The important features of “Labour welfare” may be listed thus:

- **Improving living standards** : Labor welfare work is undertaken by the employer to improve the standards of living of workers.
- **Essential obligation of employer** : The work generally includes those items of welfare which are over and above what the employees expect as a result of the contract of service from the employers.
- **Improve all round growth of employee** : The purpose of providing welfare amenities is to bring about development of the whole personality of the worker- his social , psychological , economic , moral , cultural and intellectual development.
- **Going beyond the rule book** : Welfare work is something which goes beyond the rule book – not always mandated by law and undertaken by progressively minded employers.

Importance of labor welfare

Labour welfare work is undertaken primarily to meet the following purpose :

- Enjoy life
- Raise living standard
- Cushion to absorb shocks
- loyal and committed workforce
- Healthy work climate
- Deterrent against social evils

Types of welfare facilities

Welfare services may broadly be classified into two categories :-

- i. Intra-mural activities – which are provided within the establishment.
 - Drinking water
 - Toilets
 - Crèches
 - Uniform and protective clothing
 - Canteens
 - Subsidized food
 - Medical aid
- ii. Extra-mural activities – which are undertaken outside the establishment.
 - Housing
 - Education
 - Maternity

- Transportation
- Sports
- Leave travel
- social insurance

Statutory Provisions

- Factories Act , 1948
- Mines Act , 1951
- Plantation Labor Act , 1951
- Motor Transport Workers Act, 1961
- Contract Labor Act , 1970

Social Security

According to ILO “Social security is the protection which society provides for its members through a series of public measures against the economic and social distress resulting from sickness, maternity, employment injury, unemployment, invalidity, old age and death. These measures are also of a great importance to a country which is on the way of large scale industrialization as they improve employee’s morale by providing sense of security to them again various industrial hazards.”

Types of Social Security benefits

Social security benefits are provided in two major ways in India :

Social Insurance- Social Insurance is “giving” in return for contribution for meeting different contingencies of life. Social Insurance schemes are funded either by the central govt or from common finance contribution made regularly by the employer as well as employees. The fund so created takes care of all benefits paid in cash or kind. Under this major contribution are made by the government and employer, while the employee pay only a nominal amount according to their capacity to pay.

social Assistance - In social Assistance grants are given to the needy by the state or community. It is provided a supplement to social insurance for those needy persons who cannot get social insurance payment. Social Assistance is a kind of help which depends upon certain conditions and legalities between the worker and the state. “ The social assistance schemes are designed to help people who are in financial difficulties.” Benefits such as old age pension are granted as a matter of right , they are provided free of cost , provided certain conditions are satisfied.

“The social assistance represents the unilateral obligation of society towards its dependent groups. It is provided by the government to the poor and needy individuals.”

Social assistance is given as a voluntary help while social insurance is given to those persons who pay a contribution.

Grievance Handling and Redressal

A grievance is any dissatisfaction or feeling of injustice having connection with one's employment situation which is brought to the attention of management. Speaking broadly, a grievance is any dissatisfaction that adversely affects organizational relations and productivity. To understand what a grievance is, it is necessary to distinguish between dissatisfaction, complaint, and grievance.

1. Dissatisfaction is anything that disturbs an employee, whether or not the unrest is expressed in words.
2. Complaint is a spoken or written dissatisfaction brought to the attention of the supervisor.
3. Grievance is a complaint that has been formally presented to a management representative or to a union official.

Features of Grievances

- Discontent or dissatisfaction
- Real or Imaginary
- Voiced or Unvoiced
- Perceived non-fulfillment of expectations

Forms of Grievances

- Factual – it arises when legitimate needs of employees remain unfulfilled .
- Imaginary – when an employee's dissatisfaction is not because of valid reason but because of wrong perception , wrong attitude , or wrong information he has.
- Disguised- dissatisfaction for reason that are unknown to himself . like reaching workplace with a heavy heart because of pressure from family , friend , relatives.

Effective Redressal of Grievance

Every organization should have a systematic grievance procedure in order to redress the grievance effectively . unattended grievance may culminate in the form of violent conflict later on . The grievance procedure , to be sound and effective should possess certain pre-requisites

- Conformity with statutory provisions
- Clarity
- Simplicity
- Promptness
- Training
- Follow up

Steps in the Grievance Procedure

- I. Identify grievances - Employee dissatisfaction or grievance should be identified by the management if they are not expressed . If they are ventilated , management has to promptly acknowledge them .
- II. define correctly - the management has to define the problem properly and accurately after it is acknowledged.
- III. Collect data - Complete information should be collected from all the parties relating to the grievance . information should be classified as facts, data , opinion , etc.
- IV. Analyze & Solve - the information should be analyzed , alternative solutions to the problem should be developed and the best solution should be selected.
- V. Prompt Redressal - the grievance should be redressed by implementing the solution .
- VI. Implement & follow up - implementation of the solution must be followed up at every stage in order to ensure effective and speedy implementation .