

Q1. What do you understand by 'Grievance'?

[3 Marks]

Ans. Grievance :

Grievance is basically any discontentment or dissatisfaction whether expressed or not, whether valid or not arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable.

Every employee has certain expectations which he thinks must be fulfilled by the organisation he is working for. When the organisation fails to do this, he develops a feeling of discontent or dissatisfaction. When an employee feels that something is unfair in the organisation, he is said to have a grievance.

Grievance is a written complaint filed by an employee and claiming unfair treatment. According to Michael J. Jucius, "grievance means any discontent or dissatisfaction, whether expresses or not and whether valid or not, arising out of anything connected with the company that an employee thinks, believes or even feels, is unfair, unjust or inequitable."

It is necessary to settle the grievance as expeditiously as possible at the lowest level only. Grievance settlements must be simple, fair and easy to understand. The procedure devised by each organisation for settlements should be in conformity with the statutory provisions and legislations.

Q2. Explain the main features of a grievance.

[3 Marks]

Ans. Features of Grievance :

- (a) A grievance refers to any form of discontent or dissatisfaction with any aspect of the organisation.
- (b) The dissatisfaction must arise out of employment and not due to personal or family problems.
- (c) The discontent can arise out of real or imaginary reasons. When the employee feels that injustice has been done to him, he has a grievance. The reasons for such a feeling may be valid or invalid, legitimate or irrational, justifiable or ridiculous.
- (d) This discontent may be voiced or unvoiced. But it must find expression in some form. However, discontent per se is not a grievance. Initially, the employee may complain orally or in writing. If this is not looked into promptly, the employee feels a sense of lack of justice. Now the discontent grows and takes the shape of a grievance.
- (e) Broadly speaking, thus, a grievance is traceable to perceived non-fulfillment of one's expectations from the organisation.

Q3. Explain the forms of a grievance.

[3 Marks]

Ans. Forms of Grievances :

A grievance may take any one of the following forms :

- (a) **Factual :** A factual grievance arises when legitimate needs of employees remain unfulfilled, e.g., wage hike has been agreed but not implemented citing various reasons.
- (b) **Imaginary :** When an employee's dissatisfaction is not because of any valid reason but because of a wrong perception, wrong attitude or wrong information he has. Such a situation may create an imaginary grievance. Though management is not at fault in such instances, still it has to clear the 'fog' immediately.

Q6. Discuss the procedure of Grievance Handling?

[7.5 Marks]

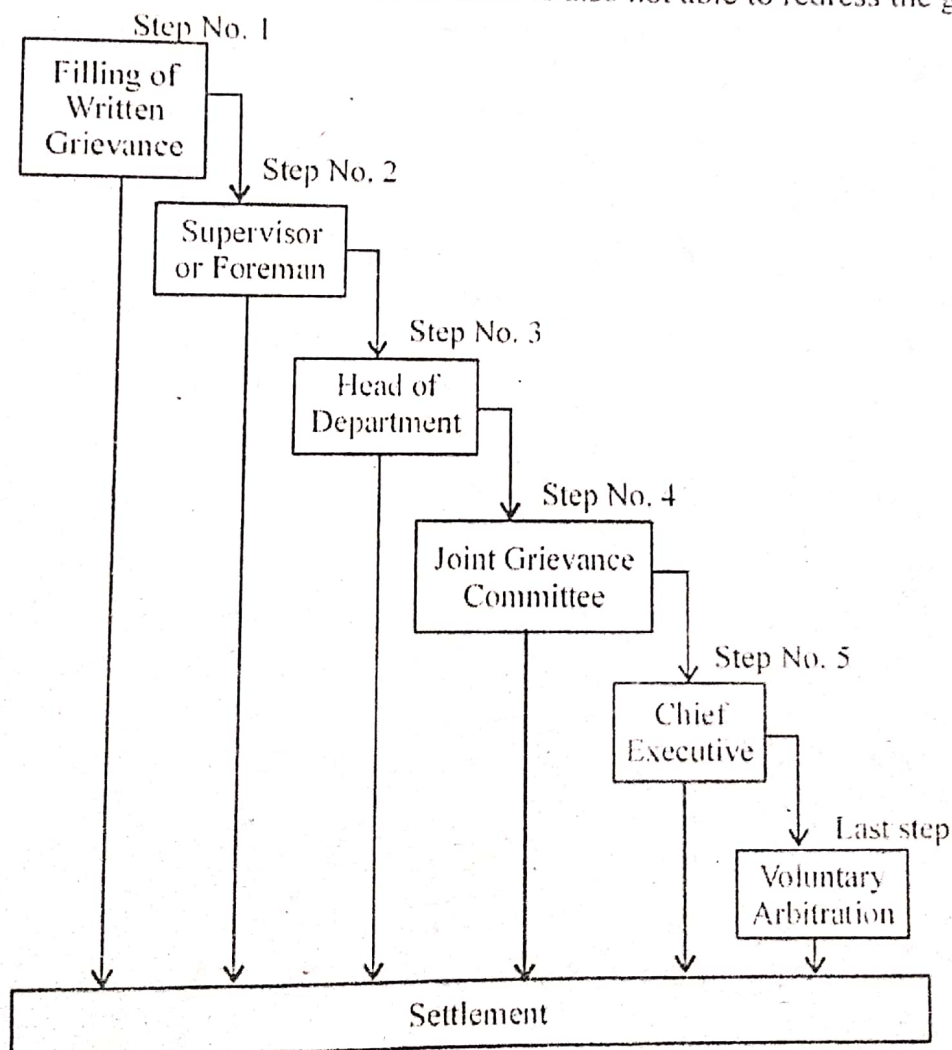
Ans. Procedure of Grievance Handling :

There are two types of grievance procedures for handling the grievances of the employees :

(i) Open Door Policy : Under this procedure, the employees are free to meet the top executive of the organisation and get their grievances redressed. Such a policy may work well in a small organisation, but in big organisation this may not be practicable. Another disadvantage of this policy is that lower and middle level executives feel passed. Moreover, top management is not too familiar with the working conditions of the operative employees. The employees may even hesitate to go to top executives with their grievances.

(ii) Step- ladder Procedure : Under this procedure, the aggrieved employee has to proceed step by step in getting his grievance heard and redressed. Firstly, he has to present his grievances in writing to his supervisor. If he is not satisfied with his decision, he may go to the head of the department.

There may be a joint grievance committee after the decision of head of the department. If the committee also fails to redress his grievance, the matter may be referred to the chief-executive. The grievance procedure is said to be exhausted if the chief executive is also not able to redress the grievance.



Step-ladder Grievance Procedure.

The grievance assumes the form of a conflict after the worker is not satisfied with the decision of chief executive. For maintaining industrial peace in the organisation, it is refer such grievance to the voluntary arbitration. The award of the arbitrator should be binding on both the parties.

Q1 What is meant by Conflict?

[3 Marks]

Ans. Meaning of Conflict :

The term 'conflict' is used by different people to convey different meanings. For instance, conflict in mind conveys that the individual is in state of dilemma over a certain issue and is not able to arrive at any decision.

Conflict is a disagreement between people or group over some major issues.

Conflict is defined as the struggle between incompatible or opposing needs, wishes, ideas, interests, or people. Conflict arises when individuals or groups encounter goals that both parties cannot obtain satisfactory.

Conflict is a process that begins when one party has negatively affected or is about to negatively affect, something that the first party cares about.

Conflict can be a disagreement, the presence of tension, or some other difficulty with in or between two or more parties. Conflict can be public or private, formal or informal, or be approached rationally or irrationally.

— K. R. S.

Q3. What are the nature of conflict?

[3 Marks]

Ans. Nature of Conflict :

In the context of organisation, broad features of a conflict are as under:

1. Conflict occurs when individuals are not able to choose among the available alternative courses of action.
 2. Conflict between two individuals implies that they have conflicting perceptions, values and goals.
 3. Conflict is a dynamic process as it indicates a series of events. Each conflict is made up of a series of interlocking conflict.
 4. Conflict must be perceived by the parties to it.
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