

*control the leader has."*

**For example:** In a very favorable situation (in which the leader has the great deal of control) might involve a payroll manager who is well respected and whose employees have confidence in their (good leader member relationship) activities as wage computation, check writing, report writing etc. are specific and clear (high task structure) and the job provides considerable freedom to reward or punish the employees (strong position power).

However an unfavorable condition might be the leader has a very little control. Altogether by mixing the 3 dimension there are potentially 8 different situation in which leaders could find themselves

#### **Relationship between Style and Situation:**

- With knowledge of an individual's LPC score and assessment of the 3 contingency dimension, the Fiedler's model matching them up, to achieve maximum leadership effectiveness.
- He concluded that task oriented leader tend to perform better in situation that are very favorable to them instead of unfavorable condition so, Fiedler predict that when task oriented leader faced with category 1,2,3,7,8 situation perform better.
- Relationship oriented leader however perform better in moderately favorable situation with category 4,5,6.
- Thus it can be said that task-oriented leader perform best in situation of high and low control while relationship oriented leaders perform best in moderate control situation.

#### **Implications of Fiedler's Model :**

Fiedler's model offers a number of implications.

The model provides a promising breakthrough in leadership research. Fiedler's contingency model provides two implications:

- No leadership style is appropriate for all situations. Thus manager can adopt the leadership style according to the requirements of the situation. There is a need for matching leaders and job situations to achieve organizational effectiveness.
- Fiedler says that *"if we wish to increase organizational and group effectiveness, we must learn not only how to train leaders more effectively but also how to build an organizational environment in which the leader can perform well."*

## **Section - C**

### **(Long Answer Questions)**

Attempt any three questions out of the following five questions. Each question carries 15 marks. Answer is required in detailed.

#### **Q9. What are the sources of interpersonal and intrapersonal conflict ? How can a interpersonal conflict be resolved ?**

**Ans.** According to J.W.Thomas, "Conflict is a process that begins when one party perceives that another party has negatively affected, or about to negatively affect, something that the first party cares about."

#### **Interpersonal Conflict :**

- In interpersonal conflict, person is in conflict with other individuals.
- This is considered a major level of conflict and can occur between co-workers, siblings, spouses, roommates and neighbors etc.
- This is the form of conflict most people have in mind when they think about being in conflict.
- Inter personal conflict refers to the conflict between two or more individuals with a group. It arises due to differences in personalities, perceptions, temperaments, values, socio-cultural factors and role ambiguities.
- Sources of Interpersonal conflicts are:
  - Organizational culture
  - Perceptual clashed between team members
  - Attitudinal difference among employees.
  - Lack of open communicational network in the organization.
  - Lack of team spirit and cooperation among employees.
  - Rigid rules and system hindrances.

#### **Intrapersonal Conflict :**

- Intra personal conflict refers to the conflict within an individual. It arises from frustration, numerous goal which requires equal attention but is not possible to devote and goals having both positive and negative aspects.
- Intrapersonal conflict is also called intra-psychic conflict.
- It is a type of conflict which occurs within a person i.e. this is a self conflict state.
- This conflict can develop out of person's own thoughts, ideas, emotions, values and predispositions.
- Intrapersonal conflict occurs when one internally



argues with himself about something, such as when a person wants a new pair of shoes but he knows he should not spend the money on them.

- Sources of Intrapersonal conflicts are:
  - Self avoidance
  - Clashed approach of situation
  - Inter clashing over issues

#### Ways to Resolve Conflict :

To resolve conflicts (interpersonal) in an organisation, one should follow these guidelines :

- Open communication network to be established in the organization.
- Identification of grievances and their solution at the initial level.
- Proper feedback system and transparent conflict resolution system in organization.
- Defensive approach to tackle any dispute taking place in the organization.
- Higher participation among members and open discussion platform.
- Creativity to be appreciated and members to be united through team building techniques.
- Understanding the areas of conflict among members and sensitize the departmental heads over the issue and its probable solution at initial level.

#### Q10. Explain the following :

(a) Theory X and Theory Z

(b) The Big five personality traits.

Ans. (a) Theory X and Theory Z :

**Theory X :** Theory X is traditional theory of human behaviour. He stated certain assumptions about human behaviour, these are :

1. Employees dislike work and try to avoid it.
2. Punishment is the best way to achieve goals because employees dislike work.
3. The average man is indolent (lazy) by nature – they like to do little work.
4. Theory X category people are less ambitious, dislikes responsibility.
5. They resist change.
6. People are passive.

Theory X assumes that lower orders dominate individual. This is a negative approach for people because of fear of punishment.

**Quchi's Theory Z :**

[Please Refer Q15 Unit-II Page-30]

(b) The Big Five Personality Traits :  
[Please Refer Q13(e) 2013 Page-115]

**Q11. Explain the various types of grievances. How are grievances handled in an organization ?**

Ans. Grievances :

*Grievance is any discontent or dissatisfaction that affects organizational performance. It arises when an employee feels that something has happened or is going to happen which is unfair, unjust or inequitable. Thus, a grievance represents a situation in which an employee feels that something unfavorable to him has happened or is going to happen.*

According to Prof. Pigors and Meyers 'Dissatisfaction of an employee is anything that disturbs the employee, whether expressed or not'

According to Dale Yoder defines 'Grievance is a written complaint filed by an employee and claiming unfair treatment'.

According to The National Commission of Labor 'Complaints affecting one or more individual workers in respect of their wage payments, overtime, leave, transfer, promotion, seniority, work assignment, and discharges would constitute grievance'.

It is a real or imagined cause for complaint, especially unfair treatment. It is an official statement of a complaint over something believed to be wrong or unfair. It is a feeling of resentment over something believed to be wrong or unfair. They may be real or imaginary, valid or invalid, genuine or false. *The presence of grievance leads to produce :*

- Unhappiness
- Frustration
- Discontent
- Indifference
- Poor morale
- Adverse effect on the efficiency and productivity of an employee.

A grievance is always a symbol of some malfunctioning or maladjustment. *The major reasons due to which grievance arise in any organization are as following :*

- Promotions – not as per the expectations
- Amenities – not as per the required standards
- Continuity of Services – not having interesting elements in work profile
- Fines – Undue or unfair



- Compensation – not as per the standards or delayed
- Increments – not on time or delayed
- Disciplinary action – delayed or unfair and biased
- Wages – not as per the work profile or expectations
- Acting Promotion – not as per industry norms
- Transfer – without reason or imposed by nature
- Recovery of dues – not on time
- Superannuation – without reason or sufficient time given
- Safety appliance – not up to standardized requirement
- Super session – not as per scheduled demand
- Victimization – no resolving mechanism
- Conditions of work – sub standardized & lack of hygienic conditions

### **Types of Grievances :**

There are three types of grievances, which can be stated as following :

- **Factual :**
  - The employer-employee relationship depends upon the job contract in any organization.
  - This contract indicates the norms defining the limits within which the employee expects the organization to fulfill his aspirations, needs or expectations.
  - When these legitimate needs of expectations or aspirations are not fulfilled, the employee will be dissatisfied with the job.
  - Such dissatisfaction is called factual grievance.
- **Imagery :**
  - When the job contract is not clear-cut and does not indicate the norms defining the limits within which the employee expects the organization fulfill his needs or aspirations, the employee develops such needs which the organization is not obliged to meet.
  - The grievances are not based on facts. Even then the employee feels aggrieved.
  - Normally, the organization does not feel any kind of responsibility for such grievances and their redressed, because they are based not only on wrong perceptions of the employee but also on wrong information.
  - However, such grievances can have far-reaching consequences on the organization because the employees are likely to develop an altogether negative attitude towards the

organization which decreases their effectiveness and involvement in work.

### **Disguise :**

- In general organizations consider the basic requirements of their employees. Psychological needs of the employees such as need for recognition, affection, power, achievement etc., are normally unattended and ignored.
- For instance, an employee complaining very strongly about the working conditions in the office may in turn be seeking some recognition and appreciation from his or her colleagues.
- Hence, disguised grievances should also be considered since they do have far-reaching consequences in case they are unattended and ignored.

### **Grievance Handling Procedure in Organization:**

- Grievance handling is usually stated in connection with a company that deals with a labor union.
- Whether unionized or not, should have established and known methods of processing grievances.
- Representatives from each department/shift can constitute new machinery.
- Agreed list of names from Union as per any existing agreement.
- A satisfactorily running Works Committee member shall act as the departmental representative.

### **A manager needs to follow some guidelines to deal effectively with the grievances :**

- The complainant should be given a patient hearing.
- Attempts should be made to get at the root of the problem.
- The management must show its anxiety to remove the grievances of the workers.
- If the grievances are real and their causes are known, attempts should be made to remove the causes.
- If the grievances are imaginary or unfounded, attempts should be made to counsel the workers.

### **Procedure to handle the aggrieved grievance in any organization :**

- **Stage 1:** The worker fills in a grievance form and submits the same to the shift in-charge for information and consideration.



- Stage 2: In case, he is not satisfied with the decision, he goes to the departmental head for the settlement of his grievance.
- Stage 3: If the aggrieved employee is still dissatisfied, he forwards it to the appropriate chairman of the zonal works committee (ZWC). Each zonal works committee consists of five management and five union representatives. Their decision is final and binding on both the parties. The individual grievances considered by the zonal committee pertain to promotion, suspension, discharge and dismissal.
- Stage 4: If the zonal committee either does not reach to a unanimous decision or the decision is not accepted by the employee, the grievance is, then, forwarded to the central works committee. This committee consists of representatives of top management and union officials. Here also, the unanimity of principle operators and the decision taken by the committee is binding on both the parties.
- Stage 5: If this committee also does not reach to an unanimous decision, the matter is referred to the Chairman of the company. His or her decision is final and is binding on both the parties.

**Q12. How are group decision made? How can group decisions be made more effective?**

Ans.

*[Please Refer Q7 2013 Page-110]*

**Q13. Explain cultural diversity in an organization. How Organizational culture effects the employee efficiency?**

Ans. Cultural Diversity :

*It is the existence of a variety of cultural or ethnic groups within a society. Cultural Diversity is the cultural variety and cultural differences that exist in the world, a society, or an institution; the inclusion of diverse people in a group or organization.*

**Following are some Benefits of a Culturally Diverse at Workplace :**

- Improved customer service
- Responsive service delivery and enhanced staff skills
- Reduction in skill shortages
- Access to overseas markets
- Workplace diversity
- Valuing diversity

**Problems encountered by Organizations having Cultural diversity are :**

- Emergence of Tension among staff
- Distrust of anything new
- High level of gossip and rumor
- Open hostility or bullying
- Higher rate of absenteeism
- May lead to tarnishing of organizational reputation
- Low staff retention rates due to internal conflicts
- Lack of response to customers
- Falling standards of service quality leading to loss of organizational revenue

**Organizational Culture effecting employee efficiency :**

Culture refers to the unique pattern of shared assumptions, values, and norms that shape the socialization, symbols, language, narratives, and practices of a group of people. Sound organizational culture positively affect the efficiency of the employee in the organization by :

- Increasing the motivational level o the employees o the organization to perform better with operational efficiency.
- Sound organizational culture leads to create a positive working environment where employees show higher participation rate and better coordination of activities.
- With pre defined policies under systematized organizational culture, a right sense o direction can be provided to the employees to perform better and on standards.
- Sound organizational culture produces strong brand image of the organization with which the employees also feels proud and associated with the organization and show their outmost efficiency in operational functions.
- Organizational culture unites the people of different cultures in organization and helps to build cordial relationship among them, which in turn positively affects the employee efficiency.
- Standardized and stabilized organizational culture leads to provide high morale level to the employees through which the productivity level can be reserved and high input output level can be maintained by the employees.
- Good organizational culture bring sound industrial relations and team building elements in the organization with which the overall efficiency level of the employees can be maintained at high level.