

Q.10. What do you mean by disciplinary action. Explain the forms and procedure of disciplinary action.

Ans.

### DISCIPLINARY ACTION

Disciplinary action means the action taken by the immediate officers against an employee when he violates the rules of code of discipline. Thus, it can be said that disciplinary action is a punishment to an employee on the violation of the rules of code of discipline. The aim of disciplinary action is to discourage such violation in future. The term 'Disciplinary Action' has been defined as under:

*Michael J. Jucious*, "Disciplinary action means the steps taken on disobedience of an order and to remove the reasons of such disobedience."

*Edwin B. Flippo*, "Disciplinary action is a negative motivation because it discourages the employees from repeating the mistakes in future through the punishment or the fear of punishment."

On the basis of analytical study of above definitions it can be concluded that disciplinary action means the action taken by the officers of an enterprise against their employees for the violation of rules, regulations, procedures and policies of the enterprise and for the disobedience of orders and directions of the officers.

### FORMS OF DISCIPLINARY ACTION

A disciplinary action may be in the following forms:

1. To warn the employee orally who is found guilty.
2. To warn the employee in writing who is found guilty.
3. To pass an entry of mis-conduct in the service book of employee.
4. To impose a fine upon the employee.
5. To suspend the employee or to compell him to go on leave.
6. To transfer the employee.
7. To demote the employee.
8. To terminate the employee from the service.

### PROCEDURE OF DISCIPLINARY ACTION

It is very difficult to determine a procedure of disciplinary action that may be applied in all the cases and in all the enterprises because disciplinary action depends upon the nature and seriousness of mis-conduct or mis-behaviour of the employees. However, following procedure may be followed for disciplinary action against an employee:



**1. Preliminary investigation :** First of all, preliminary investigations should be conducted by the disciplinary committee. All these relevant facts and figures should be thoroughly investigated by the committee to find out the circumstances in which the fault was committed, such as—Whether the employee had the knowledge of disciplinary action at the time of committing mistakes? Whether the employee is being investigated for the first time or he has been investigated in the past also? Whether the employee alone is responsible for the mistake? Disciplinary committee decides whether the employee is responsible for the mis-conduct or not.

**2. To issue a Charge Sheet:** If the disciplinary committee is of the view that the employee is responsible for some mis-conduct or mis-behaviour, a charge sheet is issued to him in writing. A charge sheet is not a punishment in itself. It is only a notice of a charge made against the employee. It provides an opportunity to the employee to explain his conduct before the management. The employee is asked to explain his conduct within the given time.

**3. To suspend the employee:** Suspension of employee is not compulsory during the course of disciplinary action but if the management feels that the employee may influence the proceedings of disciplinary action, the employee may be suspended for the period of proceedings of such action. If the employee refuses to take charge sheet, it should be sent at his address by registered post. If the employee does not take charge sheet by this method also, it should be published in a local newspaper and a copy of charge sheet should be pasted at the gate of his house.

**4. Explanation by employee:** When a charge sheet is issued to an employee, the employee presents himself before the disciplinary committee and explains his clarification with regard to the charges levied upon him. Disciplinary committee should give full opportunity to the employee to present his explanation and evidences.

**5. To Hold Enquiry:** If the disciplinary committee is not satisfied with the explanation of employee, it may decide to hold the enquiry to find out the facts. In such case date, time and place of enquiry should be decided and communicated to the employee well in advance. The person who holds such enquiry, is called Enquiry Officer. For the purpose of enquiry, he is a judge. He must be impartial and competent enough to hold such enquiry. The charge-sheeted employee can defend himself or he can be defended by a co-worker or by an official of labour union by providing facts in his favour. If the employee does not appear before the enquiry officer in person or through a representative, in that case the management may proceed with the enquiry in his absence also. In such case, the management, presents its case and produces its evidence before the enquiry officer.

**6. Report of findings:** After completing the enquiry, the enquiry officer prepares a report on his findings and submits his report to the management.

**7. Decision by management:** The management takes a final decision on the basis of conclusions arrived at by the enquiry officer. Final orders are prepared by the management. These order state whether the employee is found guilty or not. If found guilty, whether the punishment should be awarded to him or not is also decided by the management.

**8. To issue the orders:** The last step of the process of disciplinary action is to issue the orders to the employee. These orders decide the fate of the employee. Therefore, due care should be taken in preparing and issuing these orders. □

**Q.9. What are the main causes of indiscipline in Indian industries? Give suggestions to improve the industrial environment in the industry.**

**OR Discuss the problem of indiscipline among workers.**

**Ans. CAUSES OF INDISCIPLINE IN INDIAN INDUSTRIES**

Indiscipline means the situation in which the management does not get co-operation of workers and employees. Non-cooperation of employees is in most cases the result of faulty attitudes and behaviour of the management. Henry Fayol made a statement in this regard, '**Discipline is what the leaders make it.**' This statement of Henry Fayol proves that discipline is a responsibility of the management of an enterprise. So indiscipline is the result of managerial faults. Even if the indiscipline is the result of faulty behaviour and attitudes of workers and employees



in an enterprise, the responsibility of such indiscipline will also be with management. Important causes of indiscipline in Indian industries are as follows:

**1. Partiality in behaviour of managers:** When the managers in an enterprise are not impartial in their behaviour, it causes the feeling of indiscipline among them. Such indiscipline arises when the managers give undue weightage to an employee or criticise an employee without any justified reason.

**2. Faulty Decisions of Managers:** Sometimes the managers take wrong decisions on the issues of interests of employees such as the decisions regarding promotion. Such decisions cause dissatisfaction among the employees and they become indisciplined.

**3. Defective Supervision:** Supervisor is the immediate boss of worker in an industrial enterprise. The workers have to deal with the supervisor in relation to many problems. If the supervision is defective and the attitude and behaviour of supervisor is not proper, it may create many problems. Supervisor plays an important role in the maintenance of discipline. Therefore, indiscipline may spring from the lack of proper supervision.

**4. Lack of Effective Communication:** Lack of effective communication causes many problems in the enterprise. The result of lack of effective communication is that the orders and directives of management are not properly communicated to the workers and the problems and grievances of workers are not properly communicated to the management. It creates a gap in understanding which in turn cause the problem of indiscipline.

**5. Ignorance of Labour Problems:** Discipline is the outcome of attitude of workers. Attitude of workers is determined by the personal problems of workers. Therefore, understanding of these problems and difficulties is necessary in order to maintain discipline in an industrial organisation. If the managers do not pay adequate attention to the problems of their workers, it may cause the feeling of disappointment, dis-satisfaction and frustration among the workers. Such disappointment and dis-satisfaction causes indiscipline among the workers.

**6. Lack of Effective Leadership:** Effective leadership is an important tool for maintaining discipline in an organisation. A successful leader is one who is voluntarily followed by his subordinates and who wins the faith and co-operation of his followers. If the leader of workers in an industrial organisation does not succeed in getting co-operation of his followers, it may result in the indiscipline among the workers.

**7. Divide and Rule Policy of Management:** Some of the managers in a big organisation obtain secret information about their employees through their trusted assistants. This habit of managers is not desirable in an industrial organisation because it may cause indiscipline among the employees about whom such information are collected. The statement of Henry Fayol is very important in this regard. He pointed out, "Dividing enemy forces to weaken them is clever, but dividing one's own team is grave sin against the business."

**8. Victimisation of Employees:** Sometimes, a manager or supervisor develops ill feelings in his mind about the employees serving under them. In this case, he victimises them in his own way. He puts such employees under excessive burden of work and under strict control. Due to this reason, such employees try to form a front so that they may oppose such behaviour of the supervisor or manager. It also causes indiscipline.



9. **Lack of Well Defined Code of Discipline:** The rules, regulations, systems and practices must be specific and clear in every organisation so that the employees may be directed and guided properly. Such code of discipline should be communicated to all the employees clearly so that they may follow it and extend their full co-operation in the achievement of organisational objectives. If there is a lack of well-defined code of discipline, it may cause indiscipline among employees.

10. **Other Causes:** Other causes of indiscipline in an industrial enterprise are as follows : (i) Lack of required ability among the employees. (ii) Lack of proper training facilities. (iii) Improper allocation of work, (iv) Psychological aptitude of Employees. (v) Economic condition of employees etc.

### SUGGESTIONS FOR MAINTAINING DISCIPLINE IN INDIAN INDUSTRIES

The problem of indiscipline in an industrial enterprise is a serious problem, which should be removed as soon as possible. The causes of indiscipline should be removed, and favourable conditions should be created in which the employees may continue their efforts towards the achievement of the organisational objectives.

Following are some suggestions to maintain discipline in Indian industries:

1. **Clarity of Objects:** Objects of the enterprise must be very much specific and clear. These objects should be clearly communicated to all the employees so that they may contribute their efforts in achieving these objects.

2. **Specific determination of duties and responsibilities:** An important step to maintain discipline in an industrial organisation is that the duties, rights and responsibilities of all the employees should be clearly and specifically defined and determined. These duties and responsibilities should be clearly communicated to all the concerned employees so that they may concentrate their efforts to achieve the objects of their duties.

3. **Well defined code of discipline:** Another very important suggestion for maintaining discipline in an industrial organisation is that there should be a well defined code of discipline. The rules, regulations, systems and procedures of the enterprise should be clearly defined and communicated to all the employees so that they may realise the limitations of their activities.

4. **Effective Communication:** Effective system of communication also helps in maintaining discipline in an enterprise. The problems, difficulties and grievances of all the employees should be communicated to the concerned authorities and the orders and directions of managers and supervisors should be communicated to the concerned employees.

5. **Effective Leadership:** Effective Leadership is very helpful in developing the feeling of faith and integrity among the employees to their job and the organisation. Therefore, the employees should get effective leadership in the organisation. The supervisors who lead the employees must be honest, impartial and loyal to their duties so that they may get an inspiration to achieve better results.

6. **Adequate Training Facilities:** Adequate-training facilities should be provided to the employees so that they may learn the best technique of doing their work.

7. **Discipline Committee:** A discipline committee should be set up in the organisation and all the problems of indiscipline should be referred to this committee so that an unbiased judgement may be ensured.

**8. Participation of Workers in Management:** The workers should be given opportunities to participate in management. The form of such participation may be determined according to the needs and requirements of the enterprise. Participation of workers in the management develops the sense of responsibility among them.

**9. Provision of Reward and Punishment:** There should be a provision of both, the reward and punishment. Efficient employees should be rewarded and inefficient employees should be punished so that employees may work in an atmosphere of discipline.

**10. Other Measures:** Following measures should also be adopted in an enterprise to maintain discipline—(i) The policy of promotion should be impartial and strict. (ii) The success and accomplishments of employees should be well recognised. (iii) Due recognition should be given to labour unions. □