



A STUDY OF INDUSTRIAL WORKERS' AMONG INDISCIPLINE MANAGEMENT IN ORGANISATION

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ABSTRACT

Indiscipline is also called 'misconduct'. Misconduct is a transgression of some established or definite rules and regulations which is prejudicial to the interests of the employer, or which is likely to impair the reputation of the employer, or create unrest among other employees'. Indiscipline can be created by the employees while on the job, off the job, inside organisation or outside organisation.

KEYWORDS: organisation, employees, industrial workers, misconduct'.

1. INTRODUCTION

Discipline is the bed rock of industrial civilization. All those who are integral to organizations, be it top executives, managers supervisors or workers on the shop-floor have to observe indiscipline for, no organization can sustain or survive without it. In other words organizational members have to consciously follow rules, regulations and norms established for the governance of their behaviour.

The accomplishment of corporate objectives is possible only when the individuals and the groups who are engaged in the process of production, develop respect to the organizational rules and regulations and conforms their behaviour to them. When these rules are internalized, the work group tends to become a disciplined force resulting in harmony, understanding, and orderly

performance of roles, team spirit, smooth work flow, effective communication and consummate work culture in the organization. Any transgression or violation of discipline is likely to upset the apple cart creating problems to the organization.

Indiscipline creates problems to organizational members as well as to the organization itself. Individual devoid of discipline can neither do justice to themselves nor to the jobs do they possess.

Their performance and efficiency is bound to be hampered. An individual found to be guilty of an offence say, insubordination dereliction of duty, runs the risk of suffering a punishment or even losing a job at times brining misery to himself and his family. If groups of employees become



indiscipline showing signs of disorderly and riotous behaviour, such a situation will not only create confusion and chaos in carrying out various tasks but even spells disaster to the organization, if the situation continues unabated.

It enfeebles morale of members, weakens the spirit of cooperation, initiatives, saps efficiency and above all makes the organization even sick, rendering the organizational objectives to be attained. Thus the social and economic costs of indiscipline are enormous for any organization to bear. Discipline is the hallmark of efficiency, order and economic viability. On the contrary, indiscipline epitomises disorder, inefficiency and degeneration.

So, it is difficult to come across an organization which does not face any problem of discipline. Similarly, it is rare to find an organization completely ridden with indiscipline and yet surviving.

Indiscipline in industrial organizations is on the increase both at the individual level (in the form of riotous and disorderly behaviour, negligence of duty, insubordination, and so on) and at the collective level (for example, illegal strikes, illegal picketing, way laying of managerial staff, mass attack on executives and even killing of managerial personnel) the problem does not seem to attract as much attention of the scholars and researchers as it deserve. Research reviews made in recent years in the field of industrial relations and management of human resources pointed out his glaring deficiency and emphasized the need for

undertaking more and more studies in this area. It is in this context; the study assumes importance and tries to fill an important gap, though in a modest way.

2. REVIEW OF LITERATURES

In India, there is a serious lack of systematic and comprehensive empirical studies of industrial indiscipline.

Dhar, Umesh and Mishra, Prateek (2008): Recommended that labour-management partnership should be a formally negotiated system of labour and management joint consultation and decision making that share broad objectives of improving employees' work lives as well as improving the productivity and quality of the goods and services of the firm and where a common set of procedures govern the cooperative structure and frequency of interaction.

Gangadhara Rao, M. (2008): Investigated the personnel and union - management relations with special reference to post - independence period. The study analysed trends in employees' remuneration, hours of employment, absenteeism, discipline, employees unions and leadership in Indian Railways.

Giri, D. V. (2008): Found that industrial relations in the commercial printing industry of Cuttack were in an unorganised, fluid and morbid state. Neither the employers nor the workers gained in this sector. The government intervened only when conflicts arose and when the intervention was sought. Two external factors namely, the product



market and the government virtually shaped the industrial relations system.

Kannapan and Saran (2007): Analysed some cases of strikes in India and pointed out that violence had been forbidden for the workers but often implied in the action of the employers and government.

Ramana Rao, P. V. (2006): Examined the nature of personnel and union management relations in the electricity board and explained why interests and attitudes of the management and labour came into conflict, how conflicts were resolved and how new problems would emerge in future.

Narasimha Rao, V.L.'s (2004): Made an assessment of the strike activity among the employees in the selected units and identified the underlying causes thereof. It was found that strikes happened due to problems of adjustment in the union - management relations. Collective bargaining has reduced the scope for conflict in Vishakhapatnam.

Krishna Kumar, S (2013): Argued that wages in low income countries were reflective of their productivity. He also opined that more than the levels of 33 income, it is the productivity differences that explains the wage differences internationally. Lower or higher wages reflected more on the general industrial efficiency.

De and Srivastava (2011): Studied the nature, causes and dimension of gherao and its impact on labour. They laid emphasis on the general socio-economic movement against which the gherao

movement developed in the state of west Bengal.

Bhatia, S. K (2010): Expressed that the essential factors for healthy and congenial industrial relations are:

- 1) The existence of strong, independent, responsible trade unions.
- 2) Collective bargaining.
- 3) Fair and independent machinery for settlement of disputes by the state.
- 4) Existence of good human relations.
- 5) Provision for bipartite committees.
- 6) Management to take initiative to pursue harmony.

The responsibility for redefining industrial relations lies on Government, employers, trade unions and professionals / academicians.

Chadda (2009): Find out the root causes of indiscipline in industrial organizations in his study "Cause of Indiscipline in Industry"; He sees it as a problem of adaptation of employees. He suggested that management should take initiative and commission research in this field.

Agrawal, A. N (2003): Pointed out that healthy relations signify uninterrupted production, improvement in work ethos and social stability. He further added that improved machinery for settlement, collective bargaining, promotion of congenial industrial culture promote healthy relations. Trade unions were cooperative agencies and healthy relations is a key to industrial progress.



3. INDISCIPLINE AT WORKPLACE: CAUSES AND PREVENTIVE MEASURES

The following are the common causes of indiscipline:

1. Lack of Communication:

There must be effective two way communication channel. Especially upward communication. Superiors must listen to feelings and opinions of lower level staff. Lack of this channel of communication is responsible for employee dissent and indiscipline.

2. Lack of Proper Rules and Regulations:

The rules and regulations which are impractical and cannot be followed are responsible for creating indiscipline among employees, also the lack of proper code of conduct and manual pose problems.

3. Divide and Rule Policy:

Managements adopting divide and rule policy also create an atmosphere of misunderstanding and chaos keeping the employees divided and killing their team spirit.

4. Lack of Proper Promotional Policy:

Every employee has an inspiration to rise. If his claim in promotion is set aside and his junior and inefficient is given promotion he feel discontented. This will provoke him for revolt and he will behave in indisciplined manner.

5. Employer's Attitude:

Employers' attitudes towards their employees are also cause for indiscipline. Employers' have certain obligation to be fulfilled e.g. ensuring safety at workplace, healthy conditions, adequate tools and implements, supply of raw materials, conforming to rules and regulations, payment of adequate wages and salaries etc. The breach of these obligations by the employers will lead to indiscipline.

6. Bad Working Conditions:

Bad and intolerable working conditions promote indiscipline among employees of the organisation.

7. Discrimination:

Discrimination on the basis of religion, caste, sex, language and other forms of favouritism in the matters of placement, transfer recruitment and promotion etc. lead to indiscipline among employees.

8. Other Reasons:

There are several other reasons responsible for creating indiscipline among employees. They include wrong delegation of authority, faulty ways of fixing responsibility and host of social and psychological reasons that are responsible for indiscipline among employees. The indiscipline results among employees interrelated and interwoven internal and external causes. These causes can be finished and very well handled by the effective leadership that suits the requirements of attainment of organisational goals.



9. Lack of Proper Leadership:

People are to be motivated, inspired and prepared to conform to rules and regulations and behave accordingly. This can be effectively done by leaders whether it is managerial leadership or union leadership. Ineffective leadership leads to indiscipline because they fail to motivate and control the behaviour of the employees. They cannot seek their cooperation in achieving organisational objectives.

10. Lack of Supervision:

Lack of proper supervision can create problems. Maintaining discipline and controlling the behaviour of the employees and forcing them to follow rules and regulations is the supervisory responsibility. Lack of effective supervision will promote indiscipline.

11. Violation of Rights of Employees.

Employees are human beings. They are treated as human resources. As human beings employees have certain rights which should not be violated in any case. Some of these rights are, they must be treated with respect, they should be allowed to express themselves or raise their voice, right to contribute to the best of their abilities, right to justice, right to security of service, right for self development etc. If these rights are violated and they are suppressed they will feel dissatisfied. Discontent will prevail which will lead to gross indiscipline.

12. Absence of Grievance Settlement Machinery:

Grievances of the employees should be redressed quickly at the lowest level as far as possible. Settlement should not be postponed. Effective grievance settlement machinery should be set up to resolve the disputes otherwise indiscipline will result.

CONCLUSION

‘Industrial indiscipline’ is an important subject of research; it did not engage the attention of researcher in India to the context it deserves. In view of the fact that the problem of indiscipline is on the increase in Indian industries over the years, this subject need to be given top priority by researcher, so as to understand and analyse the dynamics of the problem and to come out with some practical suggestions to migrate the problem.

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