

“Maintaining Industrial Relations by Implementing Effective Discipline System in the Organisation -: A Study Report Conducted in Automobile Industries, in Delhi NCR”

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Abstract: - Industrial Growth and Development of any organization or country is depending on the status of Industrial harmony in that organization or country. The existence of harmonious industrial relations in any organization means the positive relationships between employee-employee, employee-employers, employer-employer. The outcome of industrial relations resulted in the relative peace/unrest in the organization, which generally involves ; absence of strike, productivity and economic growth of the organization, lack of trust among the work group or union, peaceful relationship between unions and management of the organization , positive involvement or participation of the employees, living standard of the employees of the organization. Normally, the involvement of state government also plays a vital role in industrial relation through legal and administrative measures.

The image of any state or the country , in view of industrial growth is depend on the industrial relation situation in that particular state / country. The industrial relation also covers the industrial relations with stakeholders, amicable settlement of industrial dispute, negotiations with existing works committee and trade union etc.

The core of industrial peace and harmonious industrial relations are based on the effective discipline maintained in the organization. The healthy industrial atmosphere and achievement of industrial goal is only possible with the implementation of effective discipline system. The mutual trust and cooperation between employees and management can be gain by the effective discipline system and avoidance of nuisance in the organization . The solution of every problems in any industries can be achieved through effective discipline system. The main reason of bad industrial relations or unrest in the organization is lacking the effective discipline system.

Key Words: Industrial Relations, Effective Discipline, Indiscipline, Organization Growth and Productivity, Performance Impact etc.

I. INTRODUCTION

Discipline is a management tool, which create a positive environment, and culture in the organization. The personal job satisfaction and productivity is only possible by creating a positive work environment. Discipline is very much necessary for a healthy industrial atmosphere and the achievement of organizational goals. The performance of the subordinate will be accepted if they are willingness to carry out instructions and the orders of their supervisor, abiding the rules of conduct and the standard of work being maintained as per their specific parameters. The term discipline can be defined in various manners, which connotes a state of order in the organization. Discipline means to understand as a sort of check or vigilance the liberty of an individual. Discipline is a procedure which rectifies, modifies, and strengthens or improves individual behaviors. Discipline means to stick with rule or norms and regulations. The improper conduct can be corrected and it acts as the force leading to the observance of norms and regulations.

The concept of discipline is become known in the shop floor situations from interaction of manager and workers in an organization. There are two types of rule and regulations which governs the relationship between the manager and workers i.e. formal and informal. The formal rules and regulations are the defined SOP's or standing orders related to the work. The informal rule and regulations are emerged from the organization culture. Indiscipline on the other hand is the totally improper, confusion and diffusion or results. The outcome of indiscipline in the organizations is 'go-slow', absenteeism, production loss, loss of profit and strikes. There is no hard and fast rule to tackle with the indiscipline. It is known that positive approach for self discipline and it assumes that most of employees behave reasonably. The indiscipline in the organization can be checked through counseling and educating the employees. The indiscipline in

organization can be reduced by adopting the strategies such as job enrichment to develop commitment to work, set up effective grievance handling system, conduct proper induction and training programme for new entrants, establish the system for development of employee's potential.

II. CAUSES OF INDISCIPLINE

If the individual goal of an employee eclipse organizational goals or the interest or when balancing between the capacity, the interest and opportunity of an individual is destroyed, it result the disharmony in terms of conflict and frustrations. There may have the aggressive attitude towards the management and lack of interest in work or enthusiasm, which may shown in terms of mistakes or omission, concern for quality, less interest in taking the training and knowledge, keen interest in being away from the work.

Following are the main causes of the indiscipline seen in the industrial life:

- Lacking in placing the right person, at right place at right time or unmatched placement.
- Unexpected behavior of the senior towards their juniors.
- Evaluation of individual performance is biased.
- Major gaps towards the upward communication or interpretation of wrong information.
- Lack of commitment to the work and industrial life.
- Weak, incompetent leadership of subordinates
- Lack of proper standing order or rule and regulations in the organization.
- If the policy of the management is divide and rule.
- Lacking of literacy of the workmen.
- Lack of confidence, trust towards the management or seniors.
- Improper of working conditions.
- Discriminations on the basis of caste, color, sex in the matter of recruitment, selection, promotions, placement etc.
- Unethical management practices, polices and activities to control the workmen.
- Autocratic leadership or harassment of the workmen.
- Absence of the feelings of the belongingness among the workmen and supervisors.

III. CONSEQUENCES AND APPROACHES OF INDISCIPLINE

There are mainly five nos. of approaches of indiscipline are being followed, which are as under:

1. *Judicial Approach* – In our country various type of misconduct are being listed in terms of standing order and penalties are also mentioned accordingly.

2. *The Human Relation Approach* – In this approach first of all the employee is treated as human being and the total personality of the individual is considered by having the interaction with his colleagues, his family background etc. After evaluating all the proper punishment is awarded for his misconduct.
3. *The Human Resource Approach* - In this approach the employees are being treated as resource or an asset of the organization. The detail analysis are made that the indiscipline is due to lack of training or motivations system or the individual own failure to meet the requirement and according to the situations the corrections are being made.
4. *The Group discipline Approach* – In this approach management involves the group of people and fix some norms to establish. The whole group takes the decision to control the indiscipline and award the appropriate punishment accordingly. In some organization works committee or trade unions acts as a disciplinary agency.
5. *The Leadership Approach*- In this case every manager and supervisor takes the responsibility to control, train, develop, lead the group by administering the rules of discipline.

IV. CODE OF DISCIPLINE

All the central organization of labor and employers have voluntary accepted the code of discipline in March 1958.

The features of code of discipline:

- Both the parties' employee and employer agreed not to take any decision without prior notice such as strikes, warning, violence, go-slow tactics, lock-outs, charge sheet, victimization etc.
- Either party will not take one sided action.
- Both the parties will ensure the proper procedure for the settlement of dispute and the agreement will be honored by both of them without any delay.
- Proper SOP's should be framed for the settlement of any dispute.
- The work load of the workmen will not increase without prior agreement or discussion.
- Employers will discourage the unfair labor practices.
- Avoidance of Trade union activities during the working hours.
- The action will be taken against the union member against the breach of agreement.

V. CORE MEASURES OF DISCIPLINE

The effective discipline can be only maintained by adopting the positive favorable conditions which are as under:

Condo nation of past Offences: The employer has to ensure that all the offence should be condoned after a specific period of time. The opportunities should be given to all to rectify their faults and not to repeat the same in future.

Agreement as to Disciplinary Rules: The rule and regulation for taking the disciplinary action should be formed jointly and to avoid the unilateral approach.

Discipline Committee: The settlement of minor dispute can be done at the level of supervisor or manager but for the settlement of critical or major dispute, the discipline committee should be formed to handle, which ensure the unbiased justices to the employees and the employers.

Investigation by Personnel Department: Any decision taking without knowing the fact may not be always right. Hence, the personnel dept. should provide the facts of the dispute to the discipline committee by rendering their expert service on the personnel matter in the organization.

VI. DISCIPLINARY PROCEDURES

The success of the management depends upon the disciplinary procedures adopted by the organization. It is necessary to find out the prima facie case of indiscipline and misconduct before initiating the process of discipline. There are following steps should be followed:

- Issue of Charge Sheet
- Consideration of Explanations
- Suspension pending enquiry
- Holding of Enquiry including the Principal of Natural Justices
- Order of punishment

VII. OBJECTIVE OF THE STUDY

The objectives of the study will be

- (i) To know the awareness of the Core Measures of Discipline for maintaining the discipline in the organization by the HR Departments.
- (ii) To know the procedure to be followed for maintaining the Discipline in the organization.
- (iii) To know the effectiveness and impact in maintaining the industrial relation by implementing discipline in the organization.

VIII. CONTEMPORANEOUS PUBLICATIONS OR REVIEW OF LITERATURE

Arun Kumar Puttapalli et al. (2012), defined that the discipline is primary requirement for maintain the industrial harmony, smooth running of any organization and its prosperity. Any organization which is having the good

culture, motivated employees, outstanding quality always invariably and ultimately succeeded. The structured disciplined system in the organization keep the morale high of the employees, make them more responsible, increase the productivity and quality of work, encourage the employees to be more creative, bring new suggestions or ideas to the organization on the other hand the non-committed or in disciplined employees shows the lack of interest or enthusiasm in his work and resulted in conflict and frustrations.

Mostak, Ahamed Galib et al.(2011), collected the recent labour unrest from May-2009 to June-2011(i.e. 11 nos. of labour unrest) in the Indian automobile industries. Now a day's maintaining the cordial human relation in the auto industries in India is a very big challenge. The factors which are affecting the industries are demand for wage hike, reinstatement of terminated or dismissed workers, demand for recognition of labour union, hiring of 85% on contractual basis to run the plant, lack of motivation ,security, safety in the organizations. Some of the factors are also having the indirect relation to strike such as price hiking of raw materials, customer's complaint, additional Govt. tax liabilities etc.

Pallavi Kumari (2013), emphasize that nowadays industrial harmony is very much required for sustainable economic development and growth. In our country we are having mixed economy i.e. both private sector and public sector. Industrial relation play a vital role in establishing and maintaining industrial harmony and the techniques used for the same differ from industry to industry and organization to organization in view of difference of objective.

IX. METHOD ADOPTED FOR THE RESEARCH STUDY

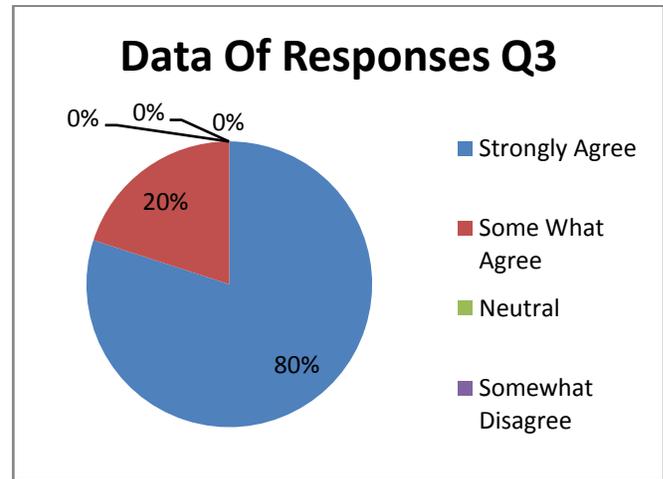
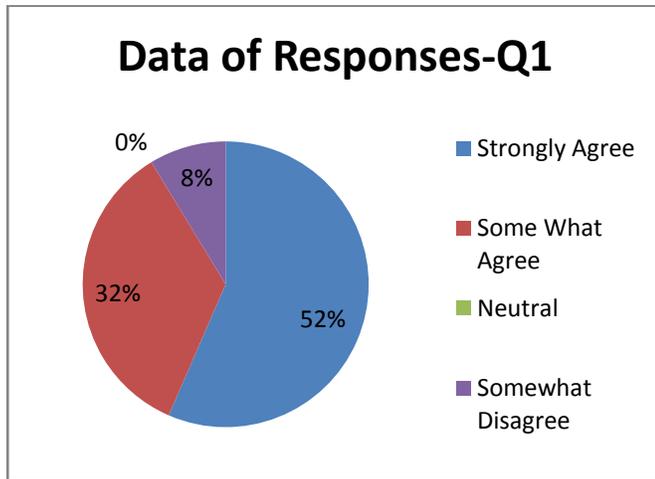
The data has been collected from respondent through questionnaire, personal observation, interviews, interview of employees working at managerial and supervisory levels within the various organization of automobile industries and presentation and written record of the employee engagement activities of the organization of automobile industries in DELHI NCR.

X. DATA ANALYSIS

Percentage of responses of respondent against the following questions:

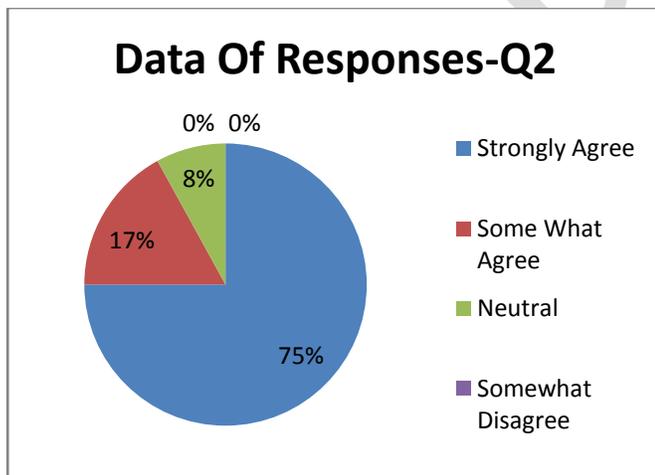
Q1. Every Manager is well aware about the concept of core measures of discipline for maintaining Industrial Relations in the organization.

Sr. No	Particular	Percentage(%)
1	Strongly Agree	52%
2	Some What Agree	32%
3	Neutral	0%
4	Somewhat Disagree	8%
5	Strongly Disagree	8%



Q2. Proper procedures are being followed for maintaining the Discipline in our organization.

Sr. No	Particular	Percentage(%)
1	Strongly Agree	75%
2	Some What Agree	17%
3	Neutral	8%
4	Somewhat Disagree	0%
5	Strongly Disagree	0%



3. Effectiveness of Discipline to maintain Industrial Relations in the organization.

Sr. No	Particular	Percentage(%)
1	Strongly Agree	80%
2	Some What Agree	20%
3	Neutral	0%
4	Somewhat Disagree	0%
5	Strongly Disagree	0%

XI. FINDINGS

1. 84 % of respondent are found aware of the term core measures of discipline for maintaining Industrial Relations but 16% found that they do not have enough knowledge of core measures of discipline.
2. 92 % of respondent are found implementing the proper Discipline in routine practices of human resources management in their organization.
3. It has been found that 80% respondent strongly agree that the proper implementation discipline affects positively in maintaining the industrial Relations and 20% also agree to this but not strongly.

XII. CONCLUSIONS SUGGESTION

The conclusion of the study is that “Man is socio-political Animal” and the survival of the organization will invariably be determined by the quality and competence of its human resource. It is inevitable to implement the proper discipline in order maintain the industrial relations in the organization.

Further, it is also suggested that the Code of Discipline definitely will motivate all the employees and make them more responsible towards improving the quality and productivity of the organization by maintaining good industrial relations.

XIII. LIMITATIONS

1. Due to restriction of not exceeding 2000 words in the research paper several important things could not be mentioned in the paper.
2. The author did not have any control over the respondents, it might be possible that some the respondent have not responded truly in their responses.

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