

# Department of Commerce (CA)

CLASS : II M.com. (CA)

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## Human Resource Management (18M0CH3E)

### UNIT 4

Discipline - Meaning - Causes of indiscipline  
Acts of Indiscipline - Procedure for discipline  
Action - Grievance - meaning - Characteristics  
of Grievances - Causes of grievance - Methods  
of knowing grievance - Grievance Redressal  
procedure

### Reference Book

Human Resource Management

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## UNIT 4

### Discipline

#### Meaning

It means an orderly behaviour. It is a procedure that corrects or punishes a subordinate because a rule of procedure has been violated.

#### Causes for indiscipline

- ① If candidates with quarrelsome attitude are selected, the result is indiscipline
- ② Wrong placement of employees in jobs
- ③ Lack of clarity in rules
- ④ Rules and regulations are not informed
- ⑤ Managers lacking effective leadership skills
- ⑥ Lack of effective disciplinary system
- ⑦ Frustration and dissatisfaction
- ⑧ Lack of open and free communication
- ⑨ Dislike of superiors and subordinates
- ⑩ Manager's favouritism & partiality

- ⑪ Lack of effective grievance redressal system
- ⑫ Low wages and delay in payment
- ⑬ Promotion & transfers based on biased way
- ⑭ Lack of uniform application of rules
- ⑮ Management's divide and rule strategy

### Acts of Indiscipline or Symptoms

- ① Misrepresenting facts for employment
- ② Absenteeism      ③ Late coming
- ④ Sleeping during duty time
- ⑤ Leaving work place without permission
- ⑥ Poor performance      ⑦ not accepting duties
- ⑧ Drinking and smoking during duty time
- ⑨ Attacking other employees
- ⑩ Disobeying      ⑪ Betting or gambling during duty
- ⑫ Gross negligence of duty
- ⑬ Corruption, bribery and fraud
- ⑭ Disclosing confidential matters

- ⑭ Not using tools and equipments properly
- ⑮ Causing injury to others
- ⑯ using indecent language

### Procedure for disciplinary action

1. Receipt of complaint
2. Initial investigation
3. Issue of charge sheet
4. Service of charge sheet
5. Suspension pending enquiry
6. Considering the explanation
7. conduct of domestic enquiry
8. Decision of the management
9. Appeal

### Types of disciplinary action

Minor offence

1. Counselling
2. verbal warning

Moderate offence

1. written warning

Serious offence

1. suspension
2. dismissal

## Forms or types of disciplinary action

1. Verbal (or) oral warning
2. written warning
3. Suspension
4. Loss of privilege
5. Fines
6. Transfer
7. Adverse remarks
8. Withholding of increments
9. Demotion
10. Discharge
11. Dismissal

## GRIEVANCE

### Meaning

Any dissatisfaction or feelings of injustice in connection with one's employment situation

### Characteristics

- ① It is any form of discontent
- ② It should relate to any aspect of firm
- ③ It must arise out of employment

- ④ It may arise from actual or imaginary actions
- ⑤ Non-fulfilment of expectations
- ⑥ Non-acceptance of complaints

### Causes of grievance

- ① Job assigned doesnot match his skills
- ② Working conditions are unsafe
- ③ Salary paid is very low
- ④ Delayed payment of salary
- ⑤ Right tools are not provided
- ⑥ Sudden changes in work schedule
- ⑦ Poor relationship with others
- ⑧ Lack of career growth opportunities
- ⑨ Favouritism
- ⑩ High targets
- ⑪ change in organisational policies
- ⑫ very strict disciplinary actions
- ⑬ Adequate leave is not given
- ⑭ Lack of job security

### Methods of knowing grievance

1. Exit interview
2. Complaint box
3. Opinion surveys
4. Open door policy
5. observation

## Grievance Procedure

1. The worker who has grievance, represents in writing to his supervisor
2. The grievance is examined by departmental heads or office bearer of trade union
3. The top management officials and senior members discuss grievance
4. Arbitration is the process of settling grievance or disputes through an impartial third party arbitrator.