

Workers Conduct, Discipline and Relation with Management

A case study of
Unique Bamboo Production Pvt. Ltd, Rupandehi

A thesis submitted to: Office of the Dean
Faculty of Management
Tribhuvan University

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In partial fulfillment of the requirement for
the Degree of Masters of Business Studies

October 2012

RECOMMENDATION

This is to certify that the thesis submitted by **Mr. Bishnu Prasad Bashyal** entitled **Workers Conduct, Discipline and Relation with management** (A case study on Unique Bamboo Production Pvt. Ltd.) has been prepared as approved by this department in the prescribed format of the faculty of management under my supervision and guidance. It embodies original and independent work. I am satisfied with the work in terms of its research methodology, presentation and describes of data.

This thesis is forwarded for examination.

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This is to certify that the thesis

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Entitled:

Workers Conduct, Discipline and Relation with management
(A case study on Unique Bamboo Production Pvt. Ltd., Butwal-14, Rupandehi)

has been prepared and approved by this department in the prescribed format of the faculty of management. This thesis is forwarded for examination.

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"Workers Conduct, Discipline and Relation with management (A case study on Unique Bamboo Production Pvt. Ltd)" found that the thesis to be the original work of the student and written according to the prescribed format. We recommend the thesis to be accepted as partial fulfillment of the requirement for degree of Masters' of Business Studies (M.B.S.).

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DECLARATION

I hereby declare that this thesis entitled "**A study of Workers Conduct, Discipline and Relation with management**" as a tool to measure effectiveness of relation between workers and management and industrial environment." A case study of "**Unique Bamboo Production Private Limited**" submitted to Tribhuvan University Faculty of Management, Tribhuvan Multiple Campus Tansen, Palpa is my original work done in the form of partial fulfillment of the requirement for the Degree of Masters' in Business studies (M.B.S.) under the guidance and supervision of Keshab Ghimire Faculty of Management of Tribhuvan Multiple Campus Tansen, Palpa.

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ACKNOWLEDGEMENT

This research has been prepared for the partial fulfillment of requirement for Masters' Degree in Business Studies. I would like to express my hearties gratitude to my thesis advisor Mr. KeshabGhimire faculty of management, for his continues inspiration, invaluable supervision constructive comments and suggestion, which encouraged and helped me to give the final shape of this research work. This work would never have appeared in its present form without his kind and invaluable, scholar guidance and profound comments.

I would like to extend my profound gratitude to Campus Chief Mr. Keshav Raj Sharma, Chairperson of Research Committee Mr.SantoshLalShrestha, Assistant Campus Chief Mr. YubaRaj Paudyal and my friend Mr. Om PrakashPandey whose co-operation and invaluable suggestion helped me in prepare of this research.

I would like to extend my thinks to the librarians of Tribhuvan Multiple Campus Tansen, Palpa and central library of T.U. Kathmandu for providing necessary books, reading material and other documents for the research study.

More particularly, express my special thanks to manager of Unique Bamboo production private limited, Butwal -14 Rupandehi for providing me necessary documents and valuable information. I would like to extend supervisors and workers of Unique Bamboo production private limited for helping the research of the study.

Finally, I would like to thanks to Bibek, Shova, Numa, Indira Guru Prasad, Mina, other friend and family members for providing inspiration, moral support, constructive suggestions and motivation. I express thanks to BinodBashyal and Gita Regmi for his computer works.

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List of Abbreviation

Pvt -	Private
Ltd -	Limited
Co -	Company
p -	Page
Vol -	Volume
Ibid -	Ibidem
No. -	Number
HMG -	His Majesty Government
RD -	Research and Development
NR -	No Response

CHAPTER: 1

INTRODUCTION

1.1 General Background of the Study:

This study is based on the workers conduct, discipline and relation with the management which shows the environment of the factory. It is related with workers and management. It impacts the industrial environment directly workers and manager should have the good relation each other. Those rules and regulation of industry it promotes the productivity, sales, profit by various seminars, workshops, conferences and time to time pronouncements by various leaders and managers indicate that indiscipline in industries has become a matter of serious concern everywhere.

The sound and conducive industrial relation environment means a mechanism for defining role and responsibilities of the parties concerned in the light of the environment with in which the industrial relation system function. Each party involved must understand the condition and contribution of the others and strive for equal share in the distribution of earnings from the sale of joint duct unless the management understand the contribution of labour in the production of good and thereby makes necessary provision for maintaining and encouraging the spirit of co- operation and trust, relation between them become strain. The workers gradually realize “unfairness” in the distribution of earnings. If constant of war goes on between the parties, it becomes very difficult to produce goods economically and compete in the international markets for their sale. The products thus lose their qualitative strength, timely delivery and competitiveness.

1.2 Introduction of Unique Bamboo Production Pvt. Ltd:

There are many industries in Nepal among them Unique Bamboo is famous in the field. The Unique Bamboo Production Pvt. Ltd, which is subject matter of this study was established in 1996. The establishment of these historic enterprises has brought in the dawn of industrialization on the one hand and provided an impetus for the development of agro-based industries on the other. Most of the raw material used national bamboo product which available in Nepalese zone but chemical is import from India.

The bamboo industry in Nepal has been a major source of earning foreign currency as almost of its products were meant for export. It produced bamboo mat board, general ply and mandra. Bamboo mat board and mandra are export in India and Belgium, general ply has been consumed in Nepalese market which is very high demand than supply. The quality product, high demand become

profit also high, it becomes imperative that the organization should run smoothly so that there would be no serious impediments to their functioning. This brings out the matter of industrial relations to the focal point because prevalence of sound and conducive industrial relation environment is necessary for smooth running of an industrial organization.

Various seminars, workshops, conference and time to time pronouncement by various leaders and managers indicate that indiscipline in industries has become a matter of serious concern every where.¹It is also not uncommon to hear industries are either on the brink of collapse or staggering for batter pace because of workers problem including in discipline. This, in discipline is the perhaps the most serious problem currently faced by industries developing countries.²

1.3 Objectives of the Study:

This study aims at studying the nature and cause of in discipline among workers of unique Bamboo production Pvt. Ltd. In discipline at a work place has several short term and long term implications which is not tapped in time could cause wider repercussion. The present study is directed toward the following objectives.

- 1.4.1 To study existing situation of indiscipline in unique Bamboo production Pvt. Ltd.
- 1.4.2 To identify some of the factors that promotes in discipline.
- 1.4.3 To understand the relation between workers and management.
- 1.4.4 To understand the perception of workers and supervisors regarding indiscipline and misconduct.
- 1.4.5. To find out the impact of factory by conflict between workers and management.
- 1.4.6 To find out relationship between discipline and personal factors of the workers such as marital status, educational background, length of series and area of their residence.

1. Promodverma, management of Industrial Relation in India, Oxford IBH publishing co. New Delhi 1981, P.155

2. Mamaria ,Dynamid of industrial relations, Himalayan publishing co. Bomboy 1985 .

1.4. Significance of the Study:

The workers conduct, discipline and relation with management is factors of this study which covered the maximum industrial situation. The problem of workers indiscipline has been constantly eroding the heart of the Unique Bamboo Production Pvt. Ltd. Conflict arise the negative result of factory. There are several factors of conflict, misconduct and indiscipline. The factors like wage, environment, working hour, leave, job security, family health and education, training, time to time

meeting, promotion, great workers skill etc.

It is even more painful to note that no studies or research work have been made so far regarding the problem in the factory. The studies will draw the attention of the management of the bamboo factories toward the problem of workers conduct and discipline and the consequence of these problems.

Thus, it was imperative to undertake a study depicting the various aspects of indiscipline, misconduct and conflict with this mission in mind the investigative has been designed as a pilot study to yield an insight into the problems in the factory and to highlight its various dimensions to help in designing and conducting research studies I the future.

1.5 Statement of problem:

The research problem of this investigation is to study workers discipline, conduct and relation with management in the Unique Bamboo production Pvt. Ltd. In various reports of the industry, it has been stressed that Nepal's loosening of foreign market of bamboo products is caused by the fact that her bamboo products are high custom cost, high price, government policy, transportation. Moreover, delayed delivery of goods to the customers has created even greater problems on top of that, the higher cost of production incurred by the bamboo factory in comparison to the bamboo factory across the border in India makes it even harder for our products to compete in the international markets.³There can be various reasons for the above problems, but indiscipline of workers may be one of the important reasons contributing to the problem of inefficiency.

3. Unique Bamboo Production Pvt. Ltd., Annual Reports

The problem of indiscipline in the bamboo industries of Nepal was identified in a study.⁴ According to study, stress and tensions were slowly building up at shop- floor levels. Workers covert militancies like in discipline, misconduct and conflict between worker and management was on the increase in the bamboo factories.

Perhaps the state of workers discipline can be better reflected by the frequent strikes and work stoppages in the factory. In this connection, it is appropriate to mention here one incident of the strike in the unique Bamboo production Pvt. Ltd. The management committee and worker's leader hold meeting to break the strike.⁵

Thus, this information speaks of the state of discipline in the unique Bamboo factory. While strikes or over militancies, which are from of in discipline, are quickly perceivable, other covert in

discipline like misconduct, frustrations, dissatisfaction and conflict usually go unnoticed. Thus, the problems of covert in discipline cannot be perceived until they become real problem to be easily understandable in terms of slowing earning declining productivity. These would take their toll by time they become obvious.

1.6. Limitation of the study:

The research is deep analysis of selected matter which difficult work. There are some limitations that include in thesis. The thesis is an attempt to study various aspects of indiscipline, misconduct and conflict currently prevailing in the Unique Bamboo Production Pvt. Ltd. Several factors come as obstacles to researcher's plan of making it comprehensive one.

4. Prem R. Pant, "social behaviour: Some implications for industrial relation in Nepal ". The Nepalese management review vol . 1985

5. Unique Bamboo factory, Annual Reports.

1.6.1. In research, all the factors associated with workers discipline could not be studied because of lack of sufficient time which provide by factory.

1.6.2. It was not possible to bring out the complete picture of the problem because of the limited observation.

1.6.3. Sample denoted mass information which maybe mistake to select the sample.

1.6.4. Those research factors are psychological which based on human, they provide the information may wrong because of fear and misunderstand.

1.7. Organization of the Study:

The study will be classified into five chapters which given below:

Chapter 1: Introduction

Chapter 2: Review of literature

Chapter 3: Research Methodology

Chapter 4: Data Presentation and Analysis

Chapter 5: Summary, Conclusion and Recommendation

First chapter consists introduction of the study which indicate general information of the study and describe the subject matter and introduction, objectives, significance, statement of problem of the study. In second chapter consists review of literatures which define the related literature of the study like conceptual frame, impact, factors responsible, prevention of the study. In third chapter consists research methodology which shows the research design, sample selection, source of data, data collection technique and procedure, data analysis and problem of data collection of the study. In fourth chapter consists that collected data presented and analysis of data in various tables and charts. In fifth chapter consists the summary, conclusion and recommendation of the study. At last bibliography, appendix and other supported documentary is attached.

CHAPTER: 2

REVIEW OF LITERATURES

In depth analysis of discipline, conduct and relation between employers and employees of Unique Bamboo Production Pvt. Ltd. under study it would be appropriate here to set a foundation for the studies and the basis of analysis same relation literature. Some relation books, newspaper, magazine, thesis and unpublished research paper are support to prepare the thesis. Hence, a basis framework of the concepts and a brief review of related literature have been presented in this section:-

2.1. Conceptual frame:-

According to Dr. William R. spiegel, "Discipline is the force that prompts an individual or group to observe rules regulation and procedure that are deemed necessary to the attainment of an

objective, it is the force or fear of force that restrains individuals or groups from doing things that are deemed destructive of group objective. It is also the exercise of restraints or enforcements of penalties for the violation of group regulations".⁶ "The presence of a state of orderliness in the interrelationship between the management and an employee in a given work situation."⁷

By prof. PraodVerma.

After selecting the topic of the research, researcher should study different journals, periodicals, newspaper, published or unpublished bibliography etc to collect or gathering the information about the selected topic of the research. This process of studying different educational materials is known as review of literature, In simply review of literature means to collect the information about the selected topic of the research through the different sources. Review of literature means stock taking of available literature in one's field of research.

6) William R. Spriengel, quoted by S.C. saksena, Business Administration and management, Sahitya, Bhawan, Agra 1999, P. 212

7) PramodVerma, op. cit, p.156

Review of literature helps till the last step of the research process. The information about the earlier studies, if any which are similar to the study in hand should be provided by reviewing of literature. Academic journals, conference proceeding, government reports, booksetc must be consulted depending on the nature of the problem. By consulting library, by studying encyclopedias. In library researcher study the different magazines, journals, periodicals, research articles, thesis etc.

A set of rules and regulation exists in organizations. These rules govern the inter-relationship and the course of action in organization. Beside, "work rule" and "behavior rule" that are formal, written and codified, there may exist some informal and unwritten rules like conventions, customs and practices in each organization. These unwritten rules-conventions, customs and practices differ from organization to organization depending upon its culture, altitude and philosophy. Hence, these rules set the tone, the climate and the ethos of the organization. Discipline state of affairs is understood by employee with formal rule and informal rule. The formal rule deals work rule and behavior rule and informal rules deals conventions, customs and practices. Refusal or non-conformity observes established rules, regulation and customs is equivalent to indiscipline.

Worker and management must have good relation for further success of company. If workers

are dissatisfied of factors rules and regulation, it conflict with management. Conflict gives anti-return like low quality product, strike lockout less productivity, unnecessary leave, financial loss etc. Conflict can solve by holding meeting between employers and employees. Employers should be followed the term 'workers are man not machine' and employees should be followed the term organization not only management but also workers. If a worker does not abide by the code of conduct that are written and practiced by organizations people as a custom and necessary, the workers is considered to be going against code of conduct or misconduct.

2.2.Impact of conflict, misconduct and indiscipline: -

Employees relationship, discipline and conduct constitute are very significant and delicate aspects in the context of maintaining good industrial relations in the industry. The failure of a worker to conform with the prescribed rules and regulation pertaining to discipline and code of conduct affects industries adversely in some causes taking sever tolls workers indiscipline and misconduct affect the smooth flow of work, mars the working spirit and environment creating an atmosphere of distrust and disorder. Workers conflict with management, indiscipline and misconduct takes its heavy tolls in the future than at present.

It degrades workers attitude toward the industry and the work thus impelling the worker to develop some pre-conceived idea about industry, job and working environment. That is why in the literature of management today the subject of indiscipline and misconduct frequently finds in place where emphasis is given to the organizations primary and crucial task to manage the problem.⁸

The observation of situation when there was no discipline in a company by David Freementle is without discipline, standard will erode. More people will arrive late at work, take extended lunch breaks, use company stationery for personal purposes, make private calls on the company telephone and expand on expenses and that's just at personal level.

In other words, company any standard will also erode equipment will not be maintained, toilet will not be cleaned adequately, air conditioning units not repaired customer service will deteriorate.⁹

There is stunning fact found through research about the impact of one form of commerce, it is estimated that annual cost of stealing to business was \$40 billion, 10 times the top 11 of street crimes and that cost is increasing by 15% per year.¹⁰

V.R.K.Tilak states that indiscipline among workers could have some serious implication if it is not checked in time. Among the cost that indiscipline causes, perhaps the significant is the accident. Among other thing, accident arise if the worker is careless in his or her job. Carelessness

may arise either due to addiction to alcohol drink at work or due to exhaustion after long hours. ¹¹

8. Ibid

9 DevidFreemontle : The A to Z of managing people successfully Gower publishing co. limited England 1985 p. 76

10. Harry Bacus, "To stop a thief", Nations Business, Journal June,1987, p.16

11. V.R.K. Tilak, "A survey of labour in India", AtmaRam& Sons Delhi 1990, p.44

A slight negligence on the part of worker could cause fatal accidents. The annual report of the chief inspector of mine in India states:

In industry like mining where fatal accident is common by its very nature, safety in mines is very largely dependent on the maintenance of proper discipline, particularly so in grassy mines in which the non-observance of rules and order or improper behaviour might result in an accident involving many lives.¹²

Whatever its extent, the abuse of alcohol is bound to have adverse effects for all concerned; the worker himself, his co-workers employer, his family and society at large. For the worker it may mean loss of his job and income for his the workers family anguish and despair for the society a great deal of additional expenses.¹³By Benrouzshahanden makes paper about one form of indiscipline.

D. H. Bhutani states that the problem of alcoholism has also created problems like worker keeping away from the factories, in a study about absenteeism. He found that a majority of workers absent from the factory on account of indiscipline in the form of drunkenness.¹⁴

2.3. Factors responsible for conflict, indiscipline and misconduct: -

Conflict, indiscipline and misconduct in factories have become a natural phenomenon. With the growth of industrialization, these problems have been coming up as a byproduct of industrial system. However as the intensity or frequency goes up even roping major aspects of the industry like production, management etc, the entrepreneurs and academicians begin to look into the matter

thinking why have the problems occurred? Lack of commitment, which comprises a host of other factors, is believed to be the key factor causing indiscipline, conflict and misconduct.

12. Ibid

13. Benrouzshahanden, Drug and alcoholism about in the workplace: consequences & counter measure, International Labour Review vol. 124, 1995

14. D.H. Bhutani, "Studies in absenteeism"

In the case of factors responsible for conflict, indiscipline and misconduct. PramodVerma states that the key factor that generally give rise to the indiscipline, conflict and misconduct appear to be lack of commitment to work, to the organization and to the industrial way of life. By and large the workman's non-commitment to work habitual from the dull, monotonous, highly fractionated and unchallenging character of the job. Besides such other elements as absence of occupational status, perceived absence of intrinsic reward in the form of recognition or supervisor's production centered behaviour are also responsible.

The employee's lack of commitment to the organization occurs because of employer's failure or inability to satisfy at least partially, social and economic needs and aspirations of employees. Indiscipline sometimes, arises out often employee's non-adherence to the industries or factory culture.

This happen when a sizable portion of workforce in the industry belongs to the rural origion.¹⁵

The level of moral of the employees in an industry also affects the disciplinary situation in industry. As found by Ralph Currier Devis:

The effects of good morales are good discipline, willing co-operation loyalty to the organization and its leadership, strong organizational stamina and a high degree of interest in the job and organization.¹⁶

Mean while the relationship between morale and discipline further highlighted by Yoder Dale as we writes:

Several common disciplinary problems are recognized as possible symptoms of low morale like absenteeism and tradiness.¹⁷

Regarding the causes of indiscipline ArunMonappa writes:

15. PramodVerma, op. cit, p 156

16. Ralph Currier Davis, The fundamental of top management, Herper& Brothers, New York, p 552

17. Yoder Dale, personne management & Industrial Relations prentice Hall, New Delhi, 1995, p 554

It is interesting to examine the factors leading to indiscipline. Basically, indiscipline may arise due to poor management error of judgment by employees about their union leaders or lack of understanding of management policy. This problem could also arise if an individual behaves in a manner which results in indiscipline, perhaps out of habit or as a reaction to personnel problems grievances. Indiscipline may also arise due to lack of commitment to work by employees in an organization. In general various factors such as unfair labour practices, victimization by management, defective grievance procedure, payment of very low wages (giving rise to poverty, frustration and indebtness) poor communication, ineffective leadership, result in indiscipline. Thus various socio-economic and cultural factors play a role in creating indiscipline in a organization.¹⁸

Similarly, C.B. Momoria and S. Memoriaindentified following causes for indiscipline and misconduct:

Un-fair labour practices and victimization on the part of employers like wage differentials, unreasonable declaration of payment of bonus or non- payment, wrongful work assignment, defective grievance procedure etc.

Bad service conditions, defective communication by superiors and ineffective leadership also lead to indiscipline.

Poverty, frustration, indebtness generally overshadow the mind of workers which make him agitated and indiscipline. This mental diversion is seen more towards destruction than toward construction.

Generally speaking absenteeism, in subordination, dishonesty and disloyalty, violation of plant rules, gambling in competitive, damage to machine and property, strive etc are lead to industrial indiscipline.¹⁹

18. PramodVerma, Op. cit, P.161

19. C.B. & S. Meoria, Dynamics of Industrial Relations, Himalaya Publishing Co., Bombay, 2003, p. 420-21.

Unfair promotion and training, selection, lack of welfare activities and discrimination also give rise to indiscipline in industry. Srivastava has identified the factors like unfair selection in promotion and training, paucity of welfare activities and discrimination and discontent-discrimination leads to discontent and is one of the primary causes of indiscipline-responsible for causing indiscipline and misconduct in the factory.²⁰

In a study of the production mills, Prem Raj Pant, identified three major factors responsible for indiscipline and misconduct. A few causes of indiscipline were due to workers non-adherence to factory culture. These were the natural outcome of the conflict between the deep rooted rural orientation which the workers bring to workplace and the industrial culture which demands punctuality. A few other misconduct were closely associated with the out of plant social environment of the factory which is the case of workers was highly alienating and frustrating, Other types of misconducts in these mills were attributed to the in plant factors resulting from wider social distance between workers and managers, growing polarization between rank and file and unions and increasing mal adjustment between workers and machine.²¹

2.4. Prevention of Indiscipline:

Good employee relations is the cornerstone of a sound management which it cannot afford to overlook, In the absence of good employee relations several serious problems emerge getting the company into difficulty in this age of cut-throat competitive business. One of the major indicators of poor employee relations in the organization is the state of discipline at the shop floor level.

20. PramodVerma, Op. Cit., pp – 369-370

21. Prem R. Pant, “Industrial Relations in Nepal” Byawasthapan, No.7, P. 41

Every organization tries to maintain a desirable level of discipline because the erosion in disciplinary standard creates various kinds of problems in industry and its cost in terms of loss as mentioned earlier are immense. In this connection it is appropriate to mention one startling fact about losses through one form of indiscipline i.e., stealing in the U.S. According to the American management association, it has estimated theft causes as many as 20 percent of the nation's business failures.²²

Every organization needs the kind of discipline that is present when subordinates willingly carry out the instruction of their superiors and abide by established rule of conduct in the organization.

Some management will believe that they can establish discipline solely by punishment or by threats and coercion though this view is not widely held today, Authoritarian methods lose their effectiveness in time and meanwhile unreparable damage to morale of employees is done.

Good discipline is the result of constructive, positive leadership exercised within the framework of a clear, consistent disciplinary policy.²³ The prevention or maintenance of discipline can be possible by two way approach a) Draft disciplinary actions and procedure based on natural justice.²⁴ b) Lawful enforcement of disciplinary actions. In this relation, it is appropriate to mention the finding of a study.

A study in an understanding has revealed that when the management was careful in enforcing termination and unauthorized absence and disciplinary action for habitual absence, the rate of absence was under control. Once relaxation was exercised by supervisory staff, the rate of absenteeism showed upward trend.²⁵

22. Harry Bacus, op.cit.

23. Paul Rigours and Charles A Myers, Personnel Administration, McGraw Hill Publishing Co. Inc, New York 1987, P. 198

24. Indian Institute of Management, Personnel Management, Asia Publishing House, Bombay, 1982 p. 126

25. S.K. Bhatia, op.cit, p.123

- Oder Hewemen. Turnbe, marold stone and V.K.R. have outline the following principle for the maintenance of discipline.
- Il rules relating to discipline should be developed in cooperation and collaboration with representative of employed.
- All ruled should be appraised at frequent and regular intervals, to be sure that they are and remain appropriate, sensible and useful.
- Rules should vary with working condition.
- Rules should be uniformly enforced if they are to be effective.
- Penalties for voilance should be stated in advance.
- Disciplinary policy should be presentive rather than punitive.
- Extreme care should be taken to ensure that infringements of rule are not encouraged.
- Definite and prewise provision for appeal and review of a disciplinary action should be expressively provided in the employees handbook, collection agreements or otherwise.
- In enforcement of rules there should be no favoritism and bias.
- Management should see that those who are responsible for ensuring the observance of rules are themselves setting an example by following them strictly, where the rule concern them.²⁶

**Legal provision regarding workers discipline, conduct and relation with management:
An experience abroad and in Nepal: -**

Indiscipline involves sociological, psychological and economical issues, apart from legal issue. Legal provisions play an important part in dealing with the problem by providing a basic framework for actions. And whenever legal words come it explicitly assumes the intervention of government in the industrial relations environment of a country. The purpose of this section is to examine what legal provisions have been made by the government of developed and developing countries in respect of discipline. These will also help to understand the functioning of industries as regard to indiscipline under the legal frame-work.

The legislation enacted in Austria (collective labor relations Act of 14 December 1973) and in the Federal Republic of Germany (works constitution Act of 15 January 1972) relate only to the collective aspect of the question. Making discipline and behaviour of the workers in the enterprise a matter for work council codeterminaton.²⁷

26. S. C. sakesena, op. cit p. 214

27. M.E.Bandert, "Discipline at workplace: A comparative study of labour law and practice".InternationalLabour review, 1986 vol. 125, No. 3

In Belgium there are two pieces of legislation dealing with certain aspect of disciplinary law: the Act to constitute work rules, date April 1965, and the Act respecting the protection of workers remuneration dated 12 April 1965.²⁸

France is the only country to have enacted legislation dealing with disciplinary law in its entirety but this is a fairly recent development, the relevant provisions are contained in the Act respecting workers' right in the enterprise, date 4 August 1982. One of the four 'Auroux' laws (named after the then French minister of labour) which have significantly modified French labour law.²⁹

In Japan provisions on the objects are scattered among different pieces of legislation. The labour standard law of 5 April, 1947 contains two, one requiring that discipline be covered by a clause in the work rules and other limiting the amount of cash penalties that can be imposed and the Trade Union Law of 1 June, 1949 declares certain discriminating measures to be unfair labour practices.³⁰

The United States also has a sizable body of law governing the prohibition of disciplinary measures, especially against employees engaged in trade union activities or employees who invoke the application of existing legislation.³¹

It should be noted that Australia is something of a case apart. Neither the Federal Government nor the states have adopted legislation governing discipline. Nevertheless, a distinctive feature of Australian labour law is that awards are counted among its sources. These are decisions of standing arbitration courts and are of quasi-legislative nature since they are of general application to the branch of activity or occupation concerned.

Nevertheless, they do not appear to play an important role in the field of discipline, with the result that there is no legislative or quasi-legislative framework on disciplinary matters in Australia.³²

28. Ibid

29. Ibid

30. Ibid

31. Ibid

32. Ibid

In India, there are three laws relating to disciplinary matters: the Industrial Employment (Standing Orders) Act of 23 April 1947, which deals with discipline within the framework of work rules (standing order); the Payment of Wages Act of 23 April 1946 which lays down rules relating to fines, and the Industrial Disputes Act 1947, which contains various provisions relating, in particular, to the settlement of disputes and prohibition of penalties in certain circumstances.³³

Under the industrial Employment (standing order) Act 1976, every industrial establishments employing 100 workman (50 in west Bengal) is required to define the condition of employment including the rules of discipline and procedure for punishment for indiscipline.

Acts of indiscipline and misconduct under the model standing order, apart from fines for certain Acts omission and commission as per section 8 of the payment of wages Act, suspension up to 4 days and dismissal for various Acts indiscipline have been provided for these Acts include.³⁴

- Disobedience and insubordination
- Theft, fraud, dishonesty in connection with employer's business or property.
- Willful damage/loss employers' goods/property.
- Taking or giving away bribes/illegal gratification.
- Habitual, unauthorized absence for more than 10 days, habitual late attendance.
- Habitual breach of any law applicable to the establishment.
- Riotous or disorderly behavior during working hours at the establishment of any act of subversive of discipline.
- Habitual negligence or neglect of work.
- Frequent repetition of any act of omission for which fine may imposed.
- Striking work of inciting other to strike in contravention of any law.

33. Ibid

34. R.D. Agrawal, Dynamics of Labour Relations in India, Tata McGraw Hill Publication, p. 269

Under the model standing orders preserved under the rule made by the west Bengal Government the following misconducts have been added.

- Drunkness
- Intoxication
- Engaging in trade with establishment.
- Disclosing process and secrets
- Habitual breach of rules for maintenance or leanness of any dept.
- Allowing unauthorized person to operate machines
- Unauthorized collection of funds
- Smoking where prohibited
- Holding meeting without authority

- Conviction for offences involving moral turpitude.
- Refusal to accept charge sheet any other commission
- Sleeping while on duty
- Participation in illegal strikes or willful go slow tactics
- Gambling within premises
- Money lending and borrowing within the premises

In Nepal, there are two labour laws i) Nepal Factory and Factory workers Act 1959 and ii) Bonus Act 1973. Nonetheless, only the Nepal Factory and Factory workers Act deals with workers discipline. In section (51) of this act, there is provision for dismissal against misconduct and appeal against that; Articles (1) states for the first offence of misconduct any worker of the factory shall get warning and for the second offence one week suspension or can be dismissed without compensation for not giving information. Articles (2) states for the operation of this section following acts are deemed indiscipline or misconduct.

- Knowingly breach of this act or rules, orders and instruction framed under this act.
- Habitual unauthorized absence or unauthorized extended leave.
- Stealing the property of establishments, or fraud and dishonesty in transaction.
- Negligence in work or any act intended to breach of discipline or go-slow, encouraging other in strike or 'gherao'.
- Getting disciplinary action in the same kind of offences.
- Taking or giving bribes.
- Habitual breach of rules and regulations under well instruction applicable to the establishment.³⁵

It is appropriate to mention about legal provisions regarding their matters. There are various legal provisions made regarding working condition in articles 6 to 16 of the Nepal factory and factory workers' act 1959. According to these provisions. (Articles 6) factory should have waste pipe, drainage and sewerage system so arranged that there will be no bad smells and dirt's. (Articles 7) waste products coming out of production work should be either destroyed or thrown away. (Articles 8) there should be adequate fresh air and light with reasonable temperature. (Articles 9) if there is possibility of production of dust, poisons smoke, vapor and other harmful material during production then such things should be arranged in such a way that they would not get collected in any work room, (Articles 10) there should be no crowd allowed which could harm the health of workers, (Articles 13) there should be provisions for drinking water in place of workers convenience, (Articles 14) there should be separate toilet facility for male and female workers, (Articles 15) there should be spitting boxes in the factory and notice of punishment if spitted other place than boxes should be put up in the wall so that it can be seen by all people, (Articles 16) the dangerous parts of the machine should be well barred.

This brief review indicated that problems of indiscipline emanate from sociological, psychological, economical and legal issues surrounding the worker. Only drafting disciplinary regulations and checking their lawful enforcements do not suffice. What is really needed is a broad, inquisitive view of management and government regarding why the problem of indiscipline surface after all? The present study is therefore directed towards studying the state of discipline in the **Unique Bamboo Production Pvt. Ltd.** and also identifying the factors responsible for workers indiscipline and misconduct.

35. HMG/Law and Justice Ministry, "Nepal Factory and Factory workers Act 1959, Law Book arrangement committee, 2042, p. 28

CHAPTER – 3

RESEARCH METHODOLOGY

The basic objectives of this study are to fine out the existing state of indiscipline, misconduct and relation with management in unique bamboo production pvt. Ltd. and to identify different variables that contribute to the occurance and growth of indiscipline and misconduct, This analysis would help to understand in seriousness of the problem in terms of its impact upon different aspect of the factory under study and the variables that give rise to the problem is understood in terms of its wide ranging impact and intensity and its contributing variables identified, management can give its due attention to alleviate the problem and maintain a desirable level of discipline in the factory, The purpose of this chapter is to present and explain the research methodology adopted to achieve the above objectives.

3.1 Research Design:

The research design for this study is primarily descriptive. The design also includes properties of a case study since the investigation makes in-depth analysis of discipline in the Unique Bamboo Production Pvt. Ltd. The design has to be exploratory because no previous studies exist and the nature, extent and intensity of the problem in hand have yet to be properly understood. The emphasis was, therefore, on collecting basic facts regarding workers, discipline. Various sources were indentified for collection of basic facts, This study thus provides the basis for further investigations designed to test hypothesis. Through correction and analysis of facts, this stdy generates important hypothesis to be tested by future research studies.

3.2 Sample selection:

Originally, it was planned to study indisciplinary case of one year period. Later, it had to be restricted to three months due to poor recording system and higher frequency of occurance of indisciplinary cases.

A total of 50 workers were selected as a sample for the study. The selection of these 50 workers was done according to the proportion of number of cases of indiscipline, misconduct and relation with management in different departments of the factory for instance, the departments included for the study were namely 1) Mechanical, 2)Loom and Bim, 3) Batching and preparing 4) Spinning and weaving 5) Finishing 6) Other (including electrical and maintenance). Among these departments the occurance of indiscipline in terms of percentage was 7 %, 19%, 44%, 11%,11% and 8% respectively. Therefore, the workers selected for the study were in the same proportion, that is 3 from mechanical, 10 from loom and bim, 22 from batching and preparing, 6 from spinning and weaving, 5 from finishing and 4 from other departments, totaling to 50 workers.

The method adopted to select the workers from the departments mentioned above was systematic random sampling. After deviding the numbers of workers to be selected the kth number.³⁶Known as sampling inerval came as 20. This Kth item was arrived at by dividing the total number of workers of selected from the department. Attendance registers were used to pick up the names of workers to be interviewed.

Apart from the workers, supervisors from each department were also selected for interviewing to know their views on various aspects of indiscipline. A total of seven supervisors were selected; one supervisor from each department.

3.3. Sources of Data:

Most of the data acquired for the study were primary. However, some secondary sources were also used. Primary data were collected through interviewing with workers and supervisors and observing the situation while secondary data were collected through existing records and unpublished research papers.

3.4.Data Collection Technique & Procedure:

For the purpose of collecting data, three kinds of interview schedules were developed. The first set of interview schedule was designed to elicit information about the workers in relation to indiscipline and misconduct apart from the general information about them.³⁷The general information sought was regarding the age, sex, marital status, dependents, place of origin, job status, work experience, religion, education, caste and so on. The first part of first schedule was designed to obtain information about the workers place of living, his community and the nature of his social interactions. The second part of the schedule was intended to collect information on the job attitude of the workers and the final part was designed to gather information regarding workers views towards various aspect of indiscipline, misconduct and workers relation with management.

36} The Kth number was calculated with the help of following formula

$$K = \frac{\text{Size of universe}}{\text{Size of sample}}$$

37. For details of the interview schedule for workers shown in appendix.

The second set of the interview schedule was primarily developed with a view to collecting information from the workers about their perception of the union and management of the factory and the job itself. The third schedule was developed for the supervisors of the workers.³⁸

The purpose of this schedule was to draw information from the supervisors about their perception of the problem of discipline in the factory, the nature and causes of such indiscipline and the suggestions to improve the situation.

Apart from interviews, information regarding indiscipline, misconduct and relation between workers and management in the factory during three months period was collected from official registers and records of the factory. The cases taken form registers contained information like Name, Department of the offenders and brief note about the offences (indiscipline) and action taken against these offences.

The interview with the workers was held in a room nearby the workplace of the workers. Somewhat hesitant and suspicious at first, the workers were forthcoming afterwards. Their answers gave an idea that workers do not think anything of their good will come because of the interview.

The interview with supervisors was held in their own room. Naturally, the supervisors were more elaborating while describing about various aspect of disciplinary problems. Each supervisor was interviewed individually.

In this study, information collected through observation method has its significance. During the interviews with workers and supervisors and while hunting for records the shop-floors were

observed by the researcher also had the opportunity to observe the discussions and debates between the worker and supervisor regarding the charge for offences.

38} For details of the interview schedule of supervisors, shown in appendix.

3.5 Techniques of Data Analysis:

The information gathered through interview schedules had been processed and the primary data collected were compiled, presented and interpreted to serve the basic objective of the study. The analysis of data was done by descriptive method. The chi-square technique was used to test and interpret some of the factors associated with indiscipline.

3.6. Problem of Data Collection:

Several problems were encountered while collecting the data. Firstly the recording system of the disciplinary cases was not scientific. The record-keeper simply wrote down the description of the cases from the memos³⁹ in the register. The posting into register did not involve any classifying or categorizing of cases according to the nature of the cases or other factors. The description in the register of the discipline cases was not adequate. In some records, there was just no mention of what the cases really were, hence it was confusing.

Secondly, there was a problem of locating records. It was only after difficult effort that the needed registers could be located.

Finally, there was a problem while interviewing with the workers. The workers were somewhat reluctant in the beginning while answering the question. This problem was done away by explaining the purpose of the study. Furthermore, since most of the workers were of Indian origin, it was very difficult to make them understand some of the terms.

39} Memos means the official issuance of charge sheets against defaults committed by the workers.

CHAPTER-4

PRESENTATION AND ANALYSIS OF DATA

In the first phase of this investigation the causes of indiscipline and conflict were identified. For this, the official records of the factory were thoroughly studied. Since the records were properly maintained by the office of the factory, the data collection for this study was very time consuming. Hence, the scope of the study was limited to a period of five years (Chaitra 1, 2064 to Jestha 31, 2069).

The existing situation of discipline, conduct and relation between management of workers in the Unique Bamboo Production Pvt. Ltd.

- The number of cases of indiscipline, misconduct and conflict over the period of five years.
- The nature of indiscipline, misconduct and conflict among workers during the period of investigation.
- The action taken against indiscipline, misconduct and conflict of the workers.

4.1. Intensity of Indiscipline and Misconduct:

A total of 85 cases of indiscipline, misconduct and conflict were recorded in different department of the factory. This figure did not, however, include many other cases of indiscipline and misconduct which had occurred at the shop-floor and were handled by the supervisors. Such cases were not recorded in writing.

During the course of interview with supervisors, the researcher noticed the reporting of some cases indiscipline to them. Such reported cases were immediately solved by the supervisors and hence, there was no need to put the cases in writing and forward to higher levels.

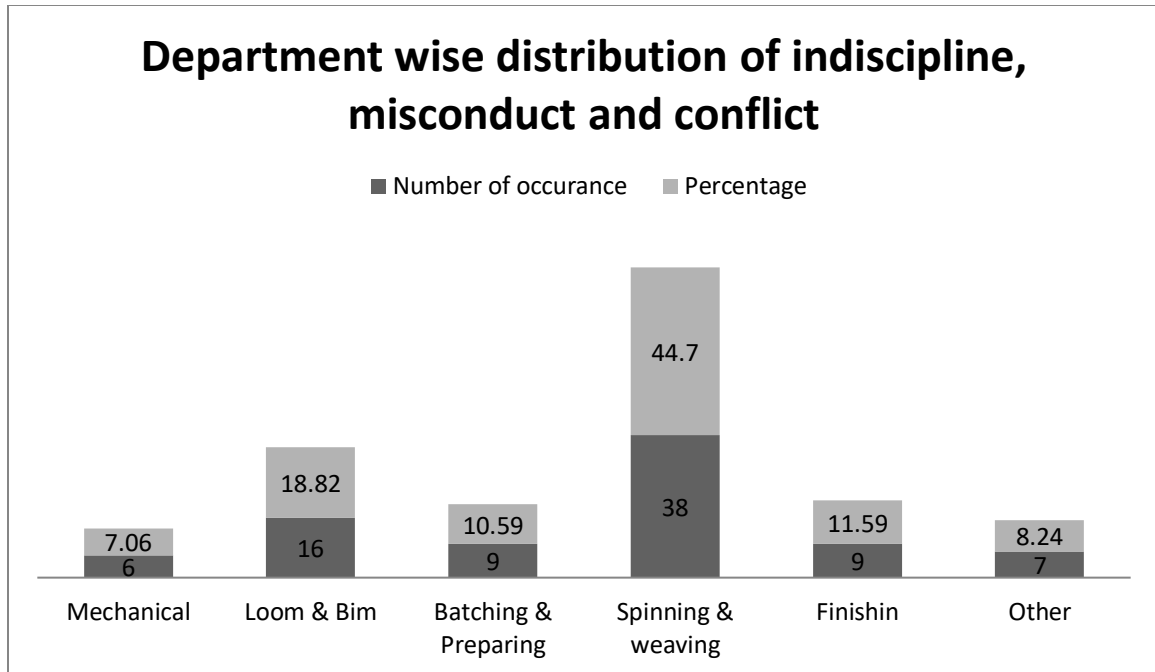
To know the intensity of indiscipline, misconduct and conflict in different department of the factory, the classification as shown in Table 1 was prepared and analyzed.

Table – 1
Departmentwise Distribution of Indiscipline, Misconduct and conflict:

Department	Number of occurrence	Percentage
Mechanical	6	7.06
Loom &Bim	16	18.82
Batching & Preparing	9	10.59
Spinning & weaving	38	44.70
Finishing	9	11.59
Other	7	8.24
Total	85	100

Above table shows the department wise distribution of indiscipline, misconduct and conflict which can shown in below diagram.

Figure - 1



As revealed by table 1 the mechanical department and the lowest frequency of indiscipline (6 case or 7%). The batching and preparing department had highest number of cases consisting about 44.70 % of the total cases of indiscipline.

The occurrence of highest number of cases in the batching and preparing department can be attributed to the fact that this department had higher number of workers as compared to other department. This department had about one hundred workers in its payrolls. Similarly, the reason of minimum number of case in mechanical department can be explained by the fact that this department employed the lowest number of workers. Hence, the occurrence

4.2. Nature of Indiscipline and Misconduct during the period of Investigation.

The nature of indiscipline, misconduct and conflict also varied significantly. Starting from simple cases like 'taking much time to drinking water' and 'unauthorized absence', the cases range up to more severe and extreme one like 'threatening and physical assault'. For the purpose comprehension and simplicity instead of dealing and listing each case individually, the cases are classified under different headings according to their nature.

The first grouping of the cases is the negligence in work which consisted a variety of cases followed. The first grouping of the cases is the negligence in work which consisted a variety of cases followed by unauthorised absence and leave extension, repeated lateness disobedience, cheating and stealing, quarrelling, The details of the nature of indiscipline, misconduct and conflict have been shown in table 2.

Table-2

Classification of offences According to their Nature:

Nature of offences	Frequency
1. Negligence in work	<u>35</u>
a. Absent when chief was on surveillance	2
b. Loitering	10
c. Damaged machine by negligence in work	6
d. Sleeping in duty time	4
e. Took much time for drinking water	3
f. Machine stoppage by negligence in work	1
g. Going outside frequently	2
h. No attention to operating machine	3
i. Work stoppage due to delay in reporting to work by workers	1
j. Haltage of machine on account of no lubrication oil although the oil was there	1
k. Playing around with machines	2
2. Unauthorized absence and leave extension	<u>22</u>
3. Repeated Lateness	<u>4</u>
4. Disobedience	<u>2</u>
5. Cheating and stealing	<u>6</u>
a. Turned meter to show increased production	2
b. Lower quality goods	2

c. Taking away goods belonging to the factory	2
6. Taken liqueors and nehaved unreasonably	<u>2</u>
7. Argument quarrel and fight	<u>14</u>
a. Heated argument at the factory gate	1
b. Threatening to bear outside factory premises	2
c. Half and hour late and argued being questioned	1
d. Oral argument followed by slight fight	
e. Quarreling with peers	2
f. Affected production work by quarrelling	4
g. Manhandling	2
	2
Total	<u>85</u>

First of all, the 'negligence and carelessness in work' category included 35 cases of indiscipline. This means that 42 percent of the total cases of indiscipline and misconduct fall under this category. Furthermore, if we look at the natures of indiscipline under this category the frequently occurring cases were a) leaving the workplace without permission and b) damaging machine by negligence in work.

The second grouping includes basically two types of indiscipline i.e. unauthorized absence and leave extension. Out of 22 cases of this grouping, 12 cases were related to unauthorized absence. There was a constant problem of workers keeping themselves away from the factory specially after the pay day according to the supervisor of department. This has also been a basic reason for absenteeism among Indian workers.⁴⁰

Unauthorized leave extension includes 10 cases. The problem of unauthorized leave extension also affected the factory a lot as it called for a temporary replacement by a worker form the 'badli' pool. Hence, the problem of accidents and other damages arise because of these comparatively less experienced badliwalas.

Second in order of frequency are cases of repeated lateness and disobedience like disobeying the order of supervisors and even of the deputy general manager. The total number of cases in this category was 6.

The grouping of 'cheating and stealing' includes cases like: manipulating the meter to slow higher production, neglecting the quality of goods and taking away goods belonging to the factory. There were six cases in the category.

According to the supervisor of department, the serious problem was that of alchoholism. The night shift workers even carried bottle of liquors into their pockets for drinking during working hours. However, looking minutely at the official records of the factory during the three months period under investigation only two cases of alchoholism and misbehaving were found.

The final grouping consists of more severe and extreme nature of indiscipline and misconduct. Such indisciplinary cases account for about 16 percent of the total cases of indiscipline and misconduct.

40. D. H. Bhutani, "Studies in absenteeism", in R.D. Agrawal 'Dynamics of labour relation in India' op. cit., p.249

4.3. Types of offences causing disciplinary actions:

Disciplinary actions take varying forms, depending on the nature and frequency of the behaviour defined as ineffective. The analysis of this section contains data on the severity of the punishments applied to various offences. For the purpose of comparing nature of indiscipline and disciplinary action, the total cases have been classified into four groupings the basis of disciplinary actions taken against those committing indiscipline and misconduct. The four groupings are a) oral and written warnings b) clarification c) fines and d) suspensions.

4.3.1. Oral and written warnings:

During the three months period under investigation the number of indiscipline and misconduct cases against which oral and written warnings were charged as disciplinary action were twenty six. A detailed description of these cases has been presented in the following table.

Table - 3

Nature	Action	No.
Unauthorized absence	Strict written warnings	11
Unauthorized leave	Strict written warnings	5
<u>Negligence in work:</u> a) Found absent when chief was on surveillance b) Unnecessary discussion at the factory c) Going outside frequently	Strict written warnings written warnings Oral & written warning	6
<u>Cheating and Stealing:</u> a) Turning meter to show increasing in	Strict written warnings	2

production b) Stealing	Strict written warnings	
<u>Aggressive Behaviour:</u> a) Quarreling with peers b) Unnecessary discussion	Strict written warnings Strict written warnings	2
Total		26

As shown by Table-3, out of 26 cases of indiscipline, misconduct and conflict, the share of unauthorized absence was 11. This indicates that indiscipline in the form of unauthorized absence had the highest frequency of occurrence. The disciplinary actions taken against such absence were oral and written warnings.

Following the unauthorized absence, the next in order was the case in negligence in work. To name a few of the cases in this category were i) found absent when supervisor was on surveillance ii) unnecessary discussion at the factory iii) going outside frequently. These offences generated actions like strict written warnings, written warnings and oral and written warnings. Indiscipline in the form of extended unauthorized leave was also significant. There were five cases in this category. This perhaps indicates workers' sheer negligence in fulfilling the leave extension procedure.

Cases of somewhat aggressive behavior fall on fourth position. The cases include fighting with peer and unnecessary discussion at the factory gate. The frequency of such cases was only two. In both the cases, the action followed was strict written warnings.

Last but not least, were stealing and cheating cases. These included cases like turning meter to show higher production and taking away goods belonging to the factory. In both the cases, the action taken was written warnings.

There is a point to note about this grouping. For the somewhat general cases of indiscipline like cheating and stealing the action followed was written warning. And cases which were more serious ones like aggressive behaviour (fights with peer) the action taken was also written warnings. It is thus found the similar actions were taken against offences regardless of their severity.

4.3.2. Clarification:

Following the cases leading to oral and written warning as disciplinary action, next type of such action was clarification. Numerically, the cases leading to clarification as disciplinary action were few as compared to the other type action. However, a few interesting disciplinary cases were noted which resulted in seeking clarification.

Table – 4

S. No.	Nature	Action taken
1.	Haltage of machine 1:30 hours without reason	Clarification sought from the worker within 24 hours

2.	Oral arrangement leading quarrel	Clarification sought within 24 hours
3.	Turning meter to show higher production	Clarification demanded
4.	Unauthorized absence	Written clarification demanded within 24 hours
5.	Misbehaviour	written clarification
6.	Fighting with peers creating environment	With suspension

There were altogether six cases of indiscipline and misconduct for which clarification were sought from the workers.

There are a few points that need to be mentioned here. In the previous grouping i.e. oral and written warnings the action taken for the cases of turning meter to show higher production and unauthorized absence were written warning and strict written warnings respectively. While in this grouping the cases followed for the same nature of cases are clarification demanded and clarification demanded within 24 hours. The perceivable reason for such a difference in disciplinary actions could be the consideration of workers' habits, their previous records and the number of offences committed by them in the past.

4.3.3. Fines:

There were altogether 27 cases leading to fines as disciplinary actions. The lists of such cases are given in the following table.

Table – 5
Disciplinary actions for various offences

S.No.	Nature	Action
1.	Negligence in work	Rs.2 fine with strict warning
2.	Disobeyed order of superior	Rs.2 fine with strict warning
3.	Disobeyed order of superior	Rs.1 fine with strict warning
4.	Damage machine by negligence	Rs.1 fine with strict warning
5.	Carelessness in work	Rs.3 fine with strict warning
6.	Sleeping during work hour	Rs. 2 fine
7.	Run away from work	Rs. 2 fine
8.	Took much time for drinking water	Rs. 1 fine
9.	Sleeping at workplace	Rs. 3 fine
10.	More hours machine stoppage	Rs. 3 fine
11.	Unauthorized absence	Rs.2 fine with strict

		warning
12.	Damaging machine	Rs.2 fine with strict warning
13.	Un authorized absence	Rs. 2 fine
14.	Took much break than allowed	Rs. 2 fine
15.	No attention to running machine	Rs. 1 fine
16.	No attention to running machine	Rs. 2 fine
17.	Damaging machines	Rs. 3 fine
18.	Play around the machine	Rs. 3 fine
19.	Took much time to visit guest	Rs. 1 fine
20.	Work stop due to late coming	Rs. 2 fine
21.	Unauthorized absence	Rs. 2 fine

Under this grouping also there are a variety of cases ranging from simple cases of indiscipline to highly serious offences like damaging machine, lack of proper handling of operating machine etc. As a disciplinary action against these cases fine ranging between Rs. 1 and Rs. 5 and a strict warnings had been charged.

4.3.4.Suspension:

There were altogether 16 cases of conflict, indiscipline and misconduct leading to suspension as disciplinary action. As this was the maximum punishment that the supervisor can take against offenders, the nature of severity of the cases were also intense and there were also some cases which had fallen in all previous grouping also appear in this grouping. The reason as already explained can be frequent offences of such cases by the worker. The lists of the cases under this grouping are given in the following table.

Table – 6

Disciplinary actions for various offences

S.No.	Nature	Action
1.	Taken alcohol and misbehaviour	Suspension
2.	Playing around with machine	1 day Suspension
3.	Fight with peers	Suspension
4.	Half an hour late and argued being questions	1 day Suspension
5.	Went away without permission	1 day Suspension
6.	Affected production work by quarrelling	One week suspension
7.	Beaten peers	3 day Suspension
8.	Repeated lateness and fight with peer	One week suspension
9.	Damage machines	2 day Suspension
10.	Unauthorized absence	Suspension till further notice
11.	late coming and misbehaviour with superiors	Suspension

12.	Loss to company by stopping machines	Suspension for unstipulated period
13.	Fight and quarrel with peers	Suspension for unstipulated period
14.	Repeated lateness	One week suspension
15.	Out of machine in work hour	2 days suspension
16.	Poor quality goods	2 days suspension

This case study brings out a very interesting fact to surface that the workers were not really interested in their work. This is obvious from the fact that the workers stopping their machine in the pretext of no lubrication oil, Breaking machine, loitering etc.

The causes for not being interested in the job can be varied. If there is no proper training and placement climate, then the worker loses interest in his work and through various sinister techniques tries to explain that he is not interested with his job and working environment.⁴¹

The researcher noticed a very suffocating working condition with wasps of waste goods floating around. Even looking around with eyes face uncovered was almost impossible when one visit could be such horrible it is perhaps not difficult to assume the state of health and mental condition of the workers who work there for years. Similarly, according to workers no special care is taken in selecting training and making placement of the workers.

The general sequence of action in the case of indiscipline taking place was oral warning, written warning, fine and ultimately suspension against those committing indiscipline in the factory. However, in the case of some serious indiscipline the aforesaid sequence was not followed. There was no system of appeal against the disciplinary charges. Of course, some worker did go for appeal but no hearings were followed for their appeal.

41. R. C. Sexena, Labour problems and social welfare p. 503

The other aspect of disciplinary system prevailing at the factory was that the entire approach to the indiscipline problem was legalistic. Whenever cases of indiscipline occurred, the concerned officials using their own judgement as to how serious was the indiscipline and what damages did it do to the factory and issued memo immediately. But they always did fail to recognize the 'why' of the problem. In western world it is believed that almost every disciplinary case has some relation

with workers' mental and psychological condition and they try to identify what really in the reason specifically apply certain techniques like counseling interview. This kind of interview helps the worker to express his feeling, grievances by creating encouraging environment. But in the factory's, the official were always looking at the rules and regulation to punish the defenders.

The factory and factory workers' Act of Nepal is also not specific about handling the disciplinary problems. Besides, some mention regarding misconduct, there is no specific mention of discipline and disciplinary actions. Moreover, whatever provision is provided in the Act there is no application of such provision in actual practice by the factory.

For the assurance that the disciplinary level would stay at certain level, it is imperative that the code of conduct should be jointly agreed upon by the workers and management. After drafting this kind of code of conduct the workers would always be careful not to be caught for indiscipline because they did also agree to abide by the code of conduct jointly agreed. This kind of disciplinary system is also known as progressive discipline.

4.4. Workers' views on discipline:

The interview⁴² with the workers (50 workers selected as the sample for the study) were held with a view to understanding the nature and cause of indiscipline and misconduct. The subjects of the interview were family and community involvement, their goings on the jobs and their perception of disciplinary situation.

The first part of the questions was intended to draw information regarding workers' family life and their community involvement. Following are the finding of these questions.

42. For details of the interview result see Appendix.

4.4.1. Workers' life and living:

It is revealed by the first question that an overwhelming majority of the workers (82.6 %) was not staying within their families. Only 17.4 % told that they were living with their families. It is also interesting to note that there were very little interaction between workers outside the factory premises. This is shown by the fact that two third of the workers interviewed did not visit other families. It is also seen that only 27.8 % received their coworkers at their residence.

Regarding workers' social involvement, it was found that about two thirds had no affiliation or membership of any social organization and 76.6 % of the workers did not participate in any social

functions or festivities. The lower participation of workers in social activities can be seen from the fact that nearly 67% of them did not like their neighborhood and the community.

Workers are also members of the society. As such the happening in the society affects the workers and vice versa. Various conflicts, tensions occur on account of discrepancies in relation between society and its different classes of people. Surprisingly enough, 65.7 % of workers were not a member of any social organization which means a majority did not have opportunity to understand society and explain themselves to the society.

The above inferences lead to a picture of worker who is sentimentally, socially, culturally alienated. As such, this kind of worker is supposed to be very 'prone' to indiscipline because he is mentally unstable and dissatisfied.

4.4.2. Job related problem as perceived by worker:

The respondents pointed out a number of job-related problems. As mentioned by a majority of them, working condition in the factory was a serious problem. There were not even adequate provisions for sanitation, drainage system and clean drinking water.

The workers also complained about the safety provision. Injuries were regular phenomenon in the factory. To workers the main reasons for such injuries and accidents were due to frequent machines, lack of space to work around, and no safe guarding around the machines supposed to be dangerous. This and other problems like delays in repairs inadequate supply of raw materials had created a sense of low morale among the workers. As one worker mentioned 'working in this kind of condition I know that I am going to be a victim and that fear turns me off the sprite to work'. Incidentally, very low morale of the workers in Unique Bamboo Product has also been reported by a study.⁴³

The researcher himself has observed the factory and found working condition quite disconcerting as wasps of bamboo floating around, loud noises, waste raw material and dust clogging up on the floor around the machines thus giving change to machinery breakdowns or accidents.

In this connection, it is appropriate to mention about legal provisions regarding their matters. There are various legal provisions made regarding working condition in articles 6 to 16 of the Nepal factory and factory workers' act 1959. According to these provisions. (Articles 6) factory should have waste pipe, drainage and sewerage system so arranged that there will be no bad smells and dirt's. (Articles 7) waste products coming out of production work should be either destroyed or thrown away. (Articles 8) there should be adequate fresh air and light with reasonable temperature. (Articles 9) if there is possibility of production of dust, poisons smoke, vapor and other harmful material during production then such things should be arranged in such a way that they would not get collected in any work room, (Articles 10) there should be no crowd allowed which could harm

the health of workers, (Articles 13) there should be provisions for drinking water in place of workers convenience, (Articles 14) there should be separate toilet facility for male and female workers, (Articles 15) there should be spitting boxes in the factory and notice of punishment if spitted other place than boxes should be put up in the wall so that it can be seen by all people, (Articles 16) the dangerous parts of the machine should be well barred.

Hence, these are the provisions prescribed by the government to those factories employing 100 or more workers. But the provisions in the Act and the arrangement in the Unique Bamboo Production in this regard do not match at all.

Regarding the socio-psychological problems, the workers had many stories of to tell. The workers told during the course of interview that the supervisors behaviour was very discouraging as they would scold if workers had a problem, treat them if they were like a burden to the factory. This kind of supervisor behaviour encourage workers to hide their problems, pass the time but no work tendency, unworried when the machine breaks down thinking that they will have someday rest from supervisors' scolding. The workers also lamented that irrespective of whatever good work they get no incentive even no word of praise.

Similarly, workers also complained that there was no future prospect. Irrespective of how well and sincerely they did their work, there was no record of promotion granted for such work. Promotion, they believed, is received by being a sycophant or bribing big hands.

Workers had also expressed they should have some sayings in the matters affecting their interest. "How can they decide what is wrong and right to us unless they becomes us" lamented one worker. Incidentally, one study mentions that the workers of Unique Bamboo Production were dissatisfied with promotion system; they're never taken in consultancies while deciding about the matter affecting them. The management had no concern about workers developmental activities.⁴⁴

In the next question whether they talked to their supervisors about their problems and difficulties, 50.7 % said 'yes' of course, the majority has said 'yes' but no solid inferences could be drawn out as equally big percent (49.3) is saying 'no' to the question.

Three kinds of answers followed to the question 'how many grievances did thy report last month'? About the question, 36.9 % said 'don't know' and the rest 25.3 % did not answer. Majority of respondent giving 'do not care' answer reflects callous and aggressive attitude of the workers toward their jobs and working place as well.

About 52.6 % of the respondent said 'yes' to the question whether supervisor tried to solve their problems and difficulties. But a sizable number (47.6%) said 'No' to the question. This shows the workers were not satisfied with managements' dealings, behavior and ability to tackle the problems of the workers. This is also supported by a study which mentions supervisors in the factory do not pay attention to and redressed of their grievances.⁴⁵

Again, when the workers were asked to note who is the most effective in solving their problems and difficulties, the majority of the respondent (38.9) said 'None'. While 21.7 % named supervisor, 20.3 % union and 18.2% labor welfare officer to be able.

44} Ibid

45} Ibid

4.4.3. Worker views on indiscipline, conflict and misconduct:

Regarding the subject of representation after charge for misconduct majority workers said they did not make representation some question 'why not'? was put most of them represent course, some remained quite but most of them represent attuned answer 'no hearing of problems'. This answer brings out the ineffective and unpopular system in operation there.

The last question of the group was 'do you think about problem'there are impartiality or consistency indiscipline actions'. Half worker of the responses told that there was partiality in disciplinary actions. To probe further into the matter the researcher made a follow up question 'why do you think there is partiality in disciplinary actions'? The workers again exploded 'well, there are many instances. If you happen to be close relatives or friend of superior, he will ignore indiscipline committed by you. But if you are not at all to him, then you'll be charged for indiscipline or misconduct cases'. The workers of Indian origin had another complain 'There is discrimination in taking desired level of discipline in the factory.

4.4.4. Workers' perception of management, union and theJob:

For understanding the perception of workers toward management, union and the job itself, certain statements relating to these three aspects were asked in course of the interview within than. This interrogation helped to find out the attitude of workers toward the above three aspects. The statements asked and the responses received are presented in the table 8.

Table-8

Attribute	Frequency Distribution (in term of percentage)
-----------	--

	sympathetic	Unsympathetic	Indifferent	NR
1. General attitude of management	31.7	61.1	2.4	4.8
2. Management realization of worker's needs	To great extent	To some extent	Notation	NR
	21.3	32.7	43.4	2.6
3. Helpfulness of the union	Always	Sometime	Never	NR
	16.4	31.3	48.7	3.6
4. Representation of the workers' real feeling by the union	11.8	20.5	63.4	4.3
5. The job is interesting	Agree	Disagree	Uncertain	
	15.2	77.1	7.7	
6. The job is rewarding	18.7	76.2	5.1	

NR = No Response

Attitude of management:

As indicated by the figure presented in the table, a majority of the workers interviewed gave their opinion that the management had a very unsympathetic attitude toward workers. Out of a total number of 50 workers interviewed, about 61 % expressed that their management was quite unsympathetic while 31.7 % thought that it was sympathetic. The rest 2.4 % had no responses at all.

Managements' realization of workers' need:

As regards the statement 'realization of the workers' social and economic needs by the management, the majority of the worker (43.4%) believed that the management pay any attention to workers needs. Only 21.3 % of respondents thought that their need had been looked after by the management.

It is very clear by the above findings that there is lack of mutual trust and cooperation between labour and management. Management it seems, had not been able to give a fair treatment to the workers in terms of its various kinds of dealings with the worker. There is deep rooted attitude of workers toward the management. The plight of industrial relations and state of discipline, which is prescribed by the management, can be easily assumed, when workers have no belief of fairness in managements' dealings.

Helpfulness of the union:

Regarding the helpfulness of the union, a majority of the respondents (48.7 %) believed that their union had never been helpful to them only 16.4 % were of the opinion that union had always been helpful.

Representation of workers real feeling by the union:

About 63.4 % of the respondent held their opinion that union never represented their real feelings, needs and expectations and only a harmful (11.8 %) opined union had always represented their real feelings.

The revelation is quite surprising in the sense, that the workers even do not have confidence in their union. In the Unique Bamboo Product, a majority of the workers considered their union highly controlled by the management and relatively free from the influence of outside organization.⁴⁶the covert actions of indiscipline like unauthorized absence, scolding, acts of misconduct can seen in this regard as an outlet of workers feeling of powerlessness, despair and meaninglessness.

1. The job is interesting:

The respondent 77.1 % disagreed the idea that the job is interesting. Only a small amount 15.2 % believed the job is interesting.

2. The job is rewarding:

About 77.2 % of the respondent disagree the idea that the job is rewarding and a handful 18.7 % thought it was.

The worker even did not like their present job. The reasons can be lack of proper training and placement system. In this regard, one study mentions about lack of workers' training system in the Unique Bamboo Production.⁴⁷The other reasons can be no encouragement or incentive for good work done and unchallenging nature of the job. Working in such environment; it is not uncommon to find indiscipline in the form of negligence in work, loitering etc.

4.5 Supervisor' views on Indiscipline:

During the researchers' visit to the factory for data collection, apart from interviews with workers, the departmental supervisors were also interviewed. However, unlikely, three departmental supervisors were not available at the time of interviewing. Hence, only two supervisors could be interviewed. The two supervisors belonged to production departments.

46} Prem R. Pant, workers' sociology and industrial relations in Nepal, Unpublished research paper, Faculty of management, 1998, p. 5

47} Chakra R. Karki, op. cit

There were altogether seven questions in the interview schedule aimed at obtaining information on various aspects of indisciplinary problems. The interview was held in friendly environment and the supervisors were forth coming when asked the questions. According to the supervisors, workers meet them regarding their grievances, problems and difficulties. They tried to solve the grievances immediately, if possible. The method adopted was to pacify the workers through counseling. If the grievances happened to be of serious nature, they would relay such grievances to the departmental head, however, in that case also they try to calm down the worker.

Regarding the recording system of grievance, two of the supervisors told that there was simple filing of some of the cases, however, one supervisor told there was no system of records for such cases. It seems, through the answer, no attention was given to recording of grievances.

As a matter of fact, there was no 'purposeful recording' of the grievances. Management was interested in recording of grievances just for recording rather than understanding the problem and taking steps for future.

Surprisingly, supervisors were of the opinion that the problem of indiscipline was not so serious. 'Of course, some cases come but then you see all workers are no good workers', they said. The opinions of supervisors were thus contrary to the opinion of the workers, one reason for this in the habit of workers not expressing their grievances, in the belief that the supervisors cannot solve their problems.

The nature of indiscipline, according to the supervisors, was late coming, break ups, carelessness and negligence in work, not keeping good things where it should be unauthorized absence etc.

An interesting elaboration of the cases of indiscipline came from the supervisors. They believed that the major cause of indiscipline in the factory was job dissatisfaction. They accepted that the workers were dissatisfied with virtually every dealing given to them by the management.

The workers here not satisfied with the management treatment, welfare problem was for them, promotion system and punishment sanctioned to them.

Hence, because of these matters workers were not satisfied with their job and the job environment. Incidentally, low level of job satisfaction is also reported by an earlier study.⁴⁸

Regarding the procedure adopted in indiscipline cases, the supervisors told oral and written warning were the first action taken against a worker committing offence for the first time. For the second offence, a certain amount of fine was charged depending upon the seriousness of the offence and the workers' behaviour. Similarly, for the third offence, the maximum action that a departmental head could take against the worker was to put the worker under suspension.

Asked whether worker threatened supervisor for the disciplinary action be took against him, three kinds of answers followed. One supervisor said, 'No', while the other said workers do file complain against suspension at higher levels. Another said, 'Yes' there had been cases of threatening for the action taken against the worker.

The supervisors gave following suggestions to improve the situation of discipline. There should be clear, definite disciplinary procedure so that there can be uniformity of actions. Workers should also be given opportunity to explain themselves. They should be treated as human beings as such their reasonable grievances should be heard with 'ready ear' and solved. Similarly, in other aspects like promotion system, welfare facilities they should be given fair dealings.

4.6. Correlates of Discipline:

One of the objectives of this study was to find out the relationship between the personal factors of the workers and discipline. Those were: a) age b) marital status c) literacy d) area of residence e) length of service. The following hypothesis was formulated.

- h₁ Younger workers are more prone to indiscipline than the older workers.
- h₂ There is positive relationship between discipline and unmarried workers.
- h₃ Rural workers are prone to indiscipline then the urban workers.
- h₄ Literacy of workers have a positive relationship with discipline.
- h₅ There is positive relationship between length of service of workers and discipline.

4.6.1. Age:

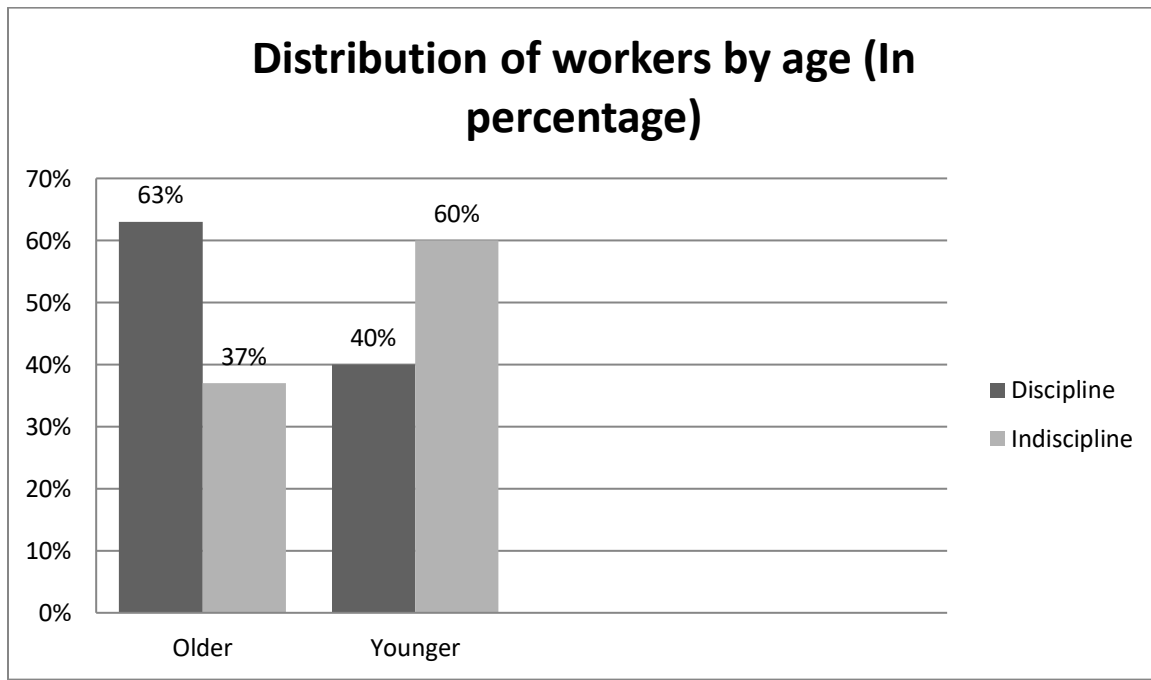
Table - 9

Distribution of workers by age:

Age	Frequency Distribution		
	Discipline	Indiscipline	Total
Older (over 35 years)	19 (63%)	11 (37%)	30 (100%)
Younger (below 35 years)	8 (40%)	12 (60%)	20 (100%)
Total	27	23	50

Above table shows distribution of workers by age which shows below in diagram.

Figure - 2



Out of the 50 workers interviewed, 30 fall on the older category while 20 fall on younger category. In the first category, only 37 % were found to be indiscipline. In the second category, about 60 % workers were found to be indiscipline. Thus, it can be said that as the workers advance in age they have less chances of being charged for indiscipline.

The calculated value of X^2 is 3.0235⁴⁹ and the tabulated value (V=1) at 5 % level of significance is 3.84. Since the tabulated value is higher than the calculated value, the first hypothesis is accepted. Hence it is proved that young workers are more prone to indiscipline than older workers.

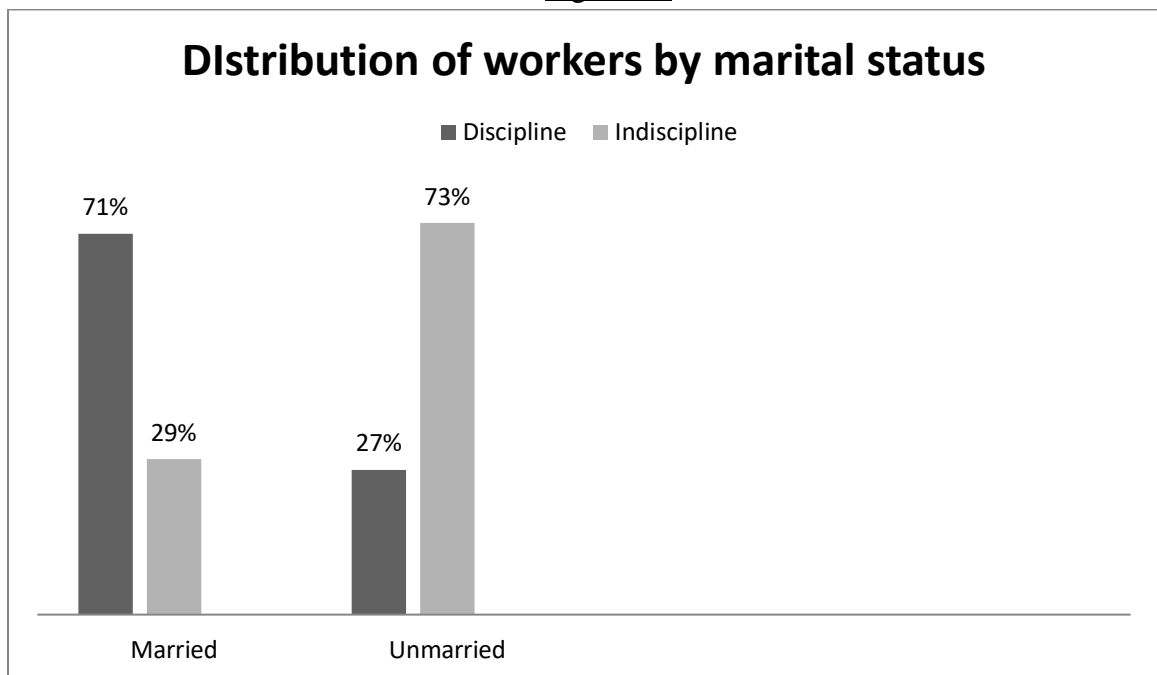
4.6.2. Marital Status:

Table-10
Distribution of workers by marital status:

Marital Status	Frequency Distribution		
	Discipline	Indiscipline	Total
Married	25 (71%)	10 (29%)	35 (100%)
Unmarried	4 (27%)	11 (73%)	15 (100%)
Total	29	21	50

Above table shows distribution of workers by marital status which shows below in diagram.

Figure - 3



49. The formula used to calculate the X^2 value.

In the total number of 50 workers, 35 workers were married and 15 workers were unmarried. 71 % of married workers were found to be discipline and only 29 % were indiscipline, while in the case of unmarried workers; a majority i. e. 73 % (11) was indiscipline and only 27 % (4) discipline.

In the case, the calculated value of χ^2 is 6.95, while the tabulated value is 3.84. The hypothesis set earlier is rejected on the ground that the calculated value of chi-square is greater than the tabulated value. Hence, this shows that the unmarried workers have a tendency to be indisciplined.

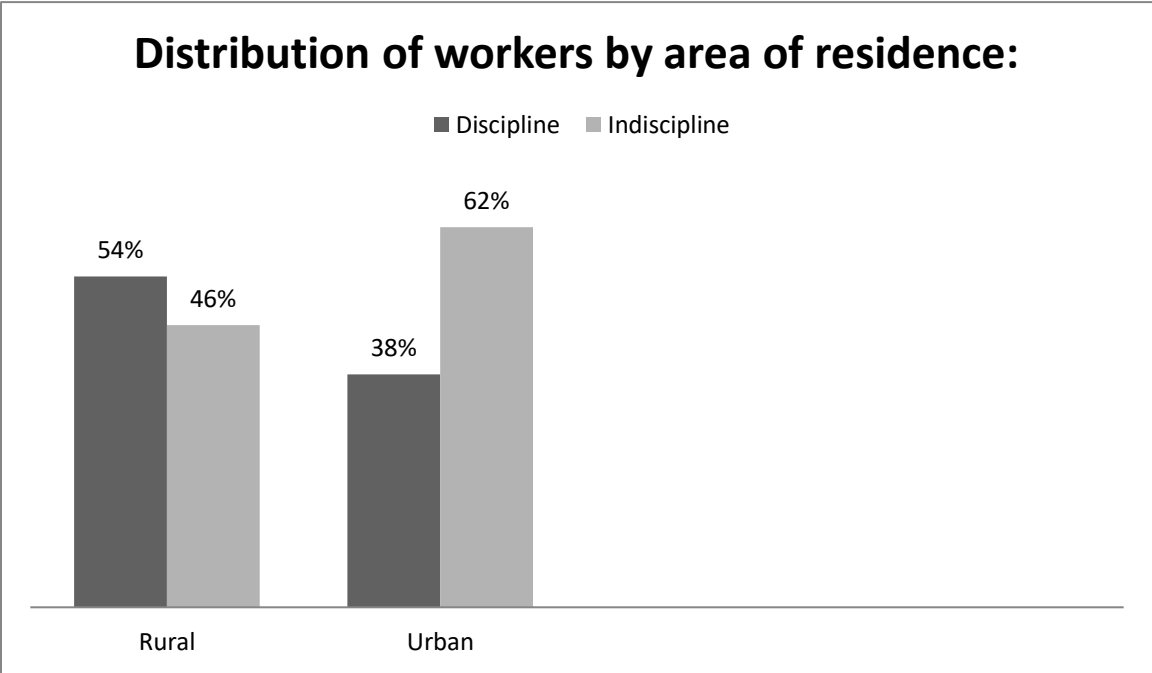
4.6.3. **Area of Residence:**

Table-11
Distribution of workers by area of residence:

Place of origin	Frequency Distribution		
	Discipline	Indiscipline	Total
Rural	20 (54%)	17 (46%)	37 (100%)
Urban	5 (38%)	8 (62%)	13 (100%)
Total	25	25	50

Above table shows distribution of workers by area of residence which shows below in diagram.

Figure - 4



The number of rural and urban workers was 37 and 13 respectively in the total workers studied. In the total workers studied of the 37 rural workers, 54 % (20) were disciplined and the other 46% (17) had committed some offences. Similarly, in the case of urban workers, 62 % (8) were indisciplined and the rest 38 % it seems that the urban workers are more indisciplined than the rural workers.

The calculated value of X^2 is 0.419 which is much lower than the tabulated value of the square at 5 % level of significance which is 3.84. Therefore, the hypothesis is accepted. The rural workers are more prone to indiscipline.

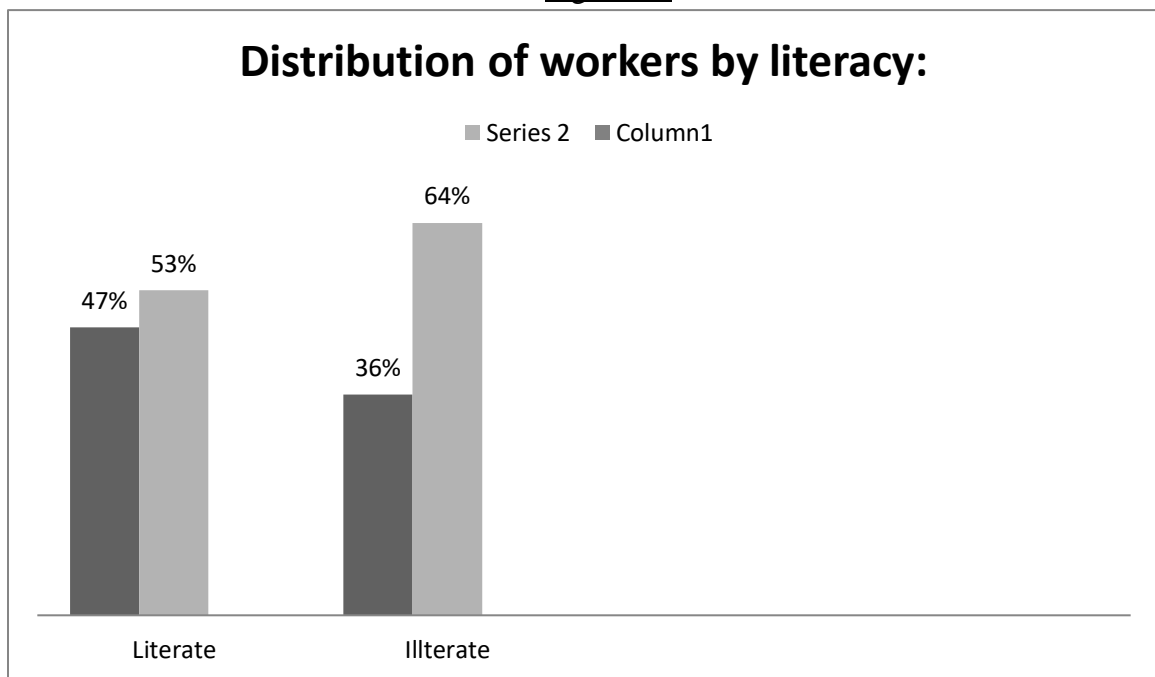
4.6.4 Literacy:

Table-12
Distribution of workers by literacy:

Literacy	Frequency Distribution		
	Discipline	Indiscipline	Total
Literate (who can read & write)	8 (47%)	9 (53%)	17 (100%)
Illiterate (who can't read & write)	12 (36%)	21 (64%)	33 (100%)
Total	20	30	50

Above table shows distribution of workers by literacy which shows below in diagram.

Figure - 5



Out of total 50 workers, 17 workers were literate and the other 33 workers can't read and write. 53 % (9) of literate workers fell within indiscipline category and 47 % (8) were discipline. In the case of illiterate workers, 64 % (21) were held for indiscipline and 36 % (12) were found to be discipline.

Total calculated value of chi-square is 2.370 while the tabulated value is 3.84. As the tabulated value is higher than the calculated value two hypothesis is accepted. Hence illiteracy of the workers was positively related to discipline.

4.6.5 Length of services:

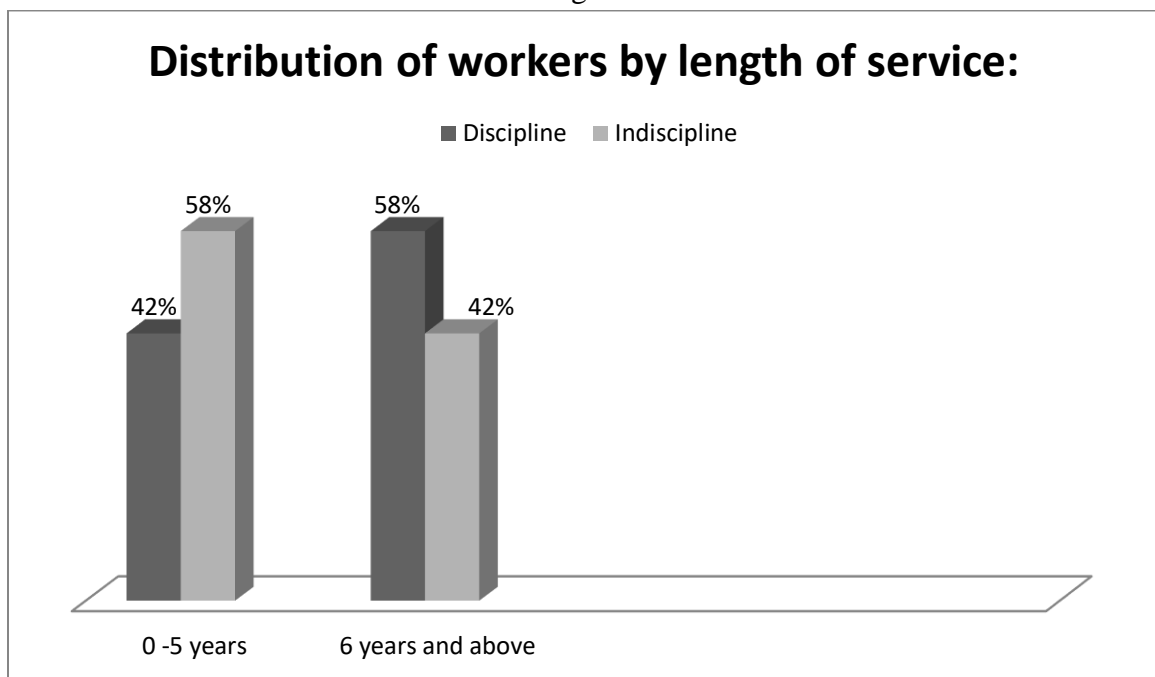
Table-13

Distribution of workers by length of service:

Year of service	Frequency Distribution		
	Discipline	Indiscipline	Total
0 – 5 years	8 (42%)	11 (58%)	19 (100%)
6 years and Above	18 (58%)	13 (42%)	31 (100%)
Total	26	24	50

Above table shows distribution of workers by length of service which shows below in diagram.

Figure - 6



The majority of the sample i.e. 31 out of 50 was working in the factory for more than 6 years and 19 workers were working for 5 years and below. Out of 31 workers working for 6 years and more 58 % (18) were found to discipline and 42 % (13) were indiscipline. In the case of 19 workers, working for 5 years or less 58 % (11) were found to be indiscipline and 42 % (8) discipline.

The calculated value of chi-square is 1.357 which is much lower than the tabulated value 3.84. The hypothesis set earlier is accepted and it is proved that comparatively new workers are more indiscipline prone. As workers go on working for some years they have lesser chance of committing indiscipline.

The chi-square test revealed that there is significant relationship between the personal factors of the workers and indiscipline. In four factors the assumption (hypothesis) set earlier, is found to be true while in one cases the hypothesis proved to be wrong. For instance, the factor like, younger, rural, illiterate and inexperience should positive relationship with indiscipline while in one factor unmarried workers the hypothesis is rejected.

CHAPTER -5

SUMMARY, CONCLUSIONS AND RECOMMENDATION

Workers' discipline constitutes one of the very significant and delicate factors in the context of maintaining desired level of labour relations in the organization. Workers' indiscipline also has wide-ranging effects on productivity, cost of production and over all competitive position of the company. Indiscipline in factories has therefore, been a matter of serious concern for all. The Nepalese experience shows that some factories are on the brink of collapse or staggering for better pace because of the labour problems prevailing in them. The problem prevailing in the Unique Bamboo Production was of this type, as indicated by the review of literature. The intensity and the nature of indiscipline still remain to be studied.

The purpose of this study was to analyse the existing situation of discipline, conduct and relation between workers and management in the Unique Bamboo Production and also to study the various dimensions of the problem. The study was also proposed to identify the correlates of discipline and other causes responsible for indiscipline in the factory.

Since no previous studies exist in the proposed area of research, this study was designed to be an exploratory research. In tune with the research design, descriptive method of analysis and interpretation of data had been used. Most of the data acquired for the study were primary as there were no other sources of information related to the problem. In some places, however secondary data had also been used. A total of 50 workers were selected for interview from different departments of the factory, using systematic random sampling. Two interview schedules were designed: two for workers and one for management. The schedules were intended to obtain information on various aspects of indiscipline, conflict and misconduct from the workers and management. As mentioned earlier, the gathered information was interpreted by descriptive methods. For testing of hypothesis, chi-square test was applied.

5.1 Summary of major findings:

It was found that indiscipline in different departments was closely related to the number of workers in that department. The batching and preparing department employing around 500 workers had the highest number of disciplinary cases. During the period of three months under the investigation, 85 cases of indiscipline, conflict and misconduct had occurred. Of these, the highest (35) were because of 'Negligence in work' followed by 'unauthorized absence and extended leave'. The numbers of other disciplinary cases like 'argument, quarrel and fighting, cheating and stealing' were also sizable.

A majority of the workers took alcohol. However, the problem of alcoholism was particularly serious in the case of night shift workers.

Regarding the life and living of workers, it was found that a majority of the workers were not staying with their families. There was also very little interaction between workers outside the factory premises. About two-thirds of the workers had no affiliation or membership of any social

organization and a majority of them did not participate in social function or festivities. Hence, a majority of the workers did not like the community they were living.

The interview results showed that the workers in the factory had various job related problems like bad working condition, no adequate provisions for sanitation, drainage system and clean drinking water facility and so on. Similarly, the safety provisions were also very inadequate. Injuries were common due to frequent machine breakdowns, low graded machine replacement, lack of space to work around, and no safeguarding of dangerous zones. Besides, other problems like delay in repairs, inadequate supply of raw materials etc made the work even more irritating.

Various legal provisions regarding working condition mentioned in Articles 6 to 16 of the Nepal Factory and Factory workers Act 1999 were not strictly followed by the Unique Bamboo Production.

As reported by workers, the behaviour of supervisors was very discouraging. This had caused the workers to hide their problem and grievances. The sizable number of workers (49.3%) never reported their problem and grievances to supervisor. They thought that the supervisors were ineffective in solving their problems and difficulties.

The workers did not make representation after being charged for misconduct because there was no hearing of their problems. There was no mechanism developed for this purpose. The grievance recording system was unscientific. This handicaps the management to locate the information when needed.

The future prospects of workers in the job were grim. Chances of promotion were limited. That promotion was not related to their job performance.

The disciplinary action taken against defaulters depended on the nature and frequency of the offences. For the first offence simple warning or written warning were issued. However some severe actions like fines and suspension were taken against those who committed offences frequently.

A majority of the workers also believed that there was partiality while taking disciplinary actions against them. The workers of Indian origin perceived that there was discrimination in dealing between them and the Nepali workers. The workers also believed that the management was unsympathetic to workers problems and did not realized the workers' economical and social needs.

Regarding the union most of the workers thought that the union leaders were unhelpful to them, leaders were directed by their political parties and did not represent their real feelings to the management.

Workers perceived their job to be less interesting and rewarding.

Younger workers in the factory were more prone to indiscipline than the older workers.

Marital status of the workers was found to have no relation with the discipline of workers.

Rural workers were relatively more indisciplined than the urban workers.

Illiterate workers showed a tendency toward indiscipline than the literate workers.

Inexperienced workers were more prone to indiscipline than the experienced workers.

5.2. Conclusion:

The workers in the Unique Bamboo Production are pessimistic workers' because they are isolated from their family and they lack interaction with fellow workers and the social community as a whole. This explains why the workers dislike the community they were living in.

The in-plant conditions were also not very satisfactory. Machine break downs, were frequent and the repair of such machines or looms were delayed affecting workers' income. Shortage of raw materials was another grievance of the workers. Since no formal mechanism existed to hear workers' difficulties, they in most cases, did not report their grievances. The outcome was the negative attitude of workers towards their job, the union, and the management.

Since there was no formally accepted procedure for disciplinary action, the supervisors used their own judgment. This led to differences in disciplinary action for the same type of offences. Because of this variation, the workers thought that there was discrimination between workers. Hence, the workers sometimes retaliated and threatened the supervisors for their discriminatory actions.

Workers' conduct, discipline and relation with management are related with workers and management. It impact the industrial environment directly workers and manager should have the good relation each other. Those rules and regulation of industry it promote the productivity, sales, profit. Various seminars, workshops, conferences and time to time pronouncements by leaders and manager indicate that indiscipline in industries has become a matter of serious concern everywhere.

This study was based on the factor of workers and management which deals with the discipline, conduct and relation between them. Basically, the words discipline, conduct and relation are related field but there are different in nature. The conflict is origin by their discipline and conduct of their workers, supervisors and management teams. According to the field work and interview was shown that relationship between workers and management was not satisfy. In interview, some workers said that it's nature of Nepalese culture, almost management of factory could not address their workers problems. They think investment and own family problems not other.

Thus, this study conclude that factory workers and management should be changed their thinking, nature and activities and workers must response their duty and management also think overall not become selfish. It will be improved our industrial sector automatically.

5.3. Recommendations:

1. Humanization of work place had to be done in order to develop the workers' commitment to work.
2. The effective grievance or dispute settling machinery should be instituted within the organization for a quick redressal of workers' grievances.
3. proper induction for the new recruits of the factory has to be initiated, and education and training have to be given to all factory workers.
4. Provision of sufficient scope and opportunity to the workers for a greater degree of community involvement through recreational and other welfare activities.
5. Application of provisions of Nepal Factory and Factory workers' Act regarding working condition.
6. Training of supervisor in human relation so that they can have a good idea of dealing with the workers and understanding their problems.
7. The disciplinary system should be based on 'Natural Justice'. Workers should not be thought as a commodity that can be exercised any discretion by management. Progressive disciplinary system which helps to maintain discipline system which helps to maintain discipline by self-control should be practiced. For the purpose disciplinary system should be drafted by taking workers in consultance.
8. The workers should be given the opportunity to have their say in the matter affecting them. This will help the workers to develop a sense of mental and emotional involvement with the organization which encourages contributing to group goals and sharing responsibility in them.
9. For the purpose of having sound disciplinary system it is imperative that the case of indiscipline and grievance of workers be properly maintained so that steps could be taken to improve the situation. Hence, the recording system of indiscipline and misconduct cases should be proper and purposeful.

As a corrective action, the management applied punishments and fines against the defaulter. This approach is particularly useful when standards of conducts or productivity are low. However, threat and punishments are often applied in cases that can be corrected in this manner, where the performance analysis is faulty or non-existent. The use of punishment may do more harm than good. Furthermore, the legalistic approach surrounds the disciplinary process. The socio-psychological aspect of labour has been entirely ignored.

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Appendix: I

Interview Schedule for workers:

- | | |
|----------------------|-----------------------|
| a) Age | b) Marital Status |
| c) Dependents | d) Job Status |
| e) Work Experience | f) Place of Origin |
| g) Religion | h) Education |
| I) Caste | j) Promotion Received |
| k) Training Received | |

- 1) Are you staying with your family? Yes/No
- 2) Do you visit other families in your locality? Yes/No
- 3) Do other families come at your residence to see you? Yes/No
- 4) Are you a member of any social organization or club? Yes/No
- 5) Do you participate in social festivities? Yes/No
- 6) Do you like the community you are living? Yes/No
- 7) What are your major related problems? Yes/No
- 8) Do you talk to your supervisor regarding your problems and difficulties?
Yes/No
- 9) How many grievances did you report during the last one month? Yes/No
- 10) Who is most effective in solving your problems? Yes/No
- 11) Who is most effective in solving your problems?
a) Union
b) Supervisor
c) Personnel/labour welfare officer.
- 12) Did you make a representation after charged for misconduct? If yes, to whom?
If not, why not?
- 13) Do you think that there is impartiality or consistency in disciplinary actives?

Thank you

Appendix:II

	<u>Yes</u>	<u>No</u>
1. Are you staying with your family?	17.4	82.6
2. Do other families visit your house?	27.8	72.2
3. Do you visit other families?	31.2	68.8
4. Are you a member of social organization?	34.3	65.7
5. Do you participate in social festivals?	23.4	76.6
6. Do you like the community you are living?	32.7	67.3
7. What are your major job related problems?		
a) Poor working condition.		
b) Lack of opportunity for advancement.		
c) No opportunity for participation in managerial decisions>		
d) Supervisors' bahaviour.		
e) Machinery breakdowns.		
f) Delays in repairs.		
g) Inadequate supply of raw materials.		
h) Lack of incentive for good work.		
i) No adequate wages.		
8. Do you talk to your supervisors about your problems and difficulty?		
a) Yes 50.7 b) 49.3		
9. How many grievances did your report last month?		
a) Don't Know 36.9 b) Doesn't care 37.8		
b) No answer 25.3		
10. Does the supervisor/manager try to solve your problems/difficulties?		
a. Yes 52.4 c) No 47.6		
11. Who is most effective in solving your problems?		
a) Union 20.3 b) Supervisors 21.7		
c)Labourofficer 18.2 d) None 39.8		
12. Were you ever charged for indiscipline/misconduct?		
a) Yes 30.9 b) No 27.4 c) No answer 41.7		
13.Do you think there is impartially of consistency in disciplineaction?		
a) Yes 32.9 b) No 49.3 c) Don't know 17.8		

Appendix-III

Workers Attitude toward Management Job and Union:

1.General attitude of management	Sympathetic	Indifferent	Unsympathetic	NR
2.Managements' relation of workers needs	To great extent	To come extent	Not at all	NR
3.Helpfulness of the Union	Always	Sometimes	Never	NR
4.Representation of workers real need by the union	Always	Sometimes	Never	NR
	Agree	Disagree	Uncertain	NR
	Agree	Disagree	Uncertain	NR

NR = No Response

Appendix-IV

Interview schedule for unit supervisors:

- a) Name:
- b) Age:
- c) Education:
- d) Job status:
- e) Work Experience:
- f) Training Received:

1. Do the workers meet you for the redressal of their grievances?

If yes, what did you do about them?

- 2. Do you maintain the records of these grievances?
- 3. How serious is the problem of indiscipline among workers in your unit?
- 4. What is the nature of indiscipline?
- 5. In your opinion, what are the causes of indiscipline?
- 6. What actions do you take against defaulters in case of their?
 - a. First offence
 - b. Second offence
 - c. Third offence
- 7. Have you ever come across a situation where the worker/union leader threatened you for the disciplinary action you took against him?
- 8. In your opinion, what can be done to prevent misconduct, conflict and indiscipline or lets' say to improve the situation?

Thank you