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Research Paper

A STRATEGIC STUDY ON EMPLOYEE DISCIPLINE PRACTICES CHALLENGES AND IMPACT ON ORGANIZATIONAL CULTURE WITH REFERENCE TO HERO MOTOCORP Ltd.

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ABSTRACT

Achieving success requires self-control. "With self-discipline almost anything is possible," said Theodore Roosevelt. Workers who are able to exercise self-restraint have a better sense of the dynamics at their workplace. There can be a positive relationship between discipline and performance. It connects goals with accomplishments. If you want to discipline an employee effectively, you should focus on their actions rather than their character. The purpose of discipline is to enhance performance, not penalize employees, thus this is correct. Training for supervisors is essential Supervisors and managers should get education on the appropriate use of discipline. When dealing with difficult employees, it is crucial to have training in counseling approaches. Managers and employees alike believe that fairness is inherent in the disciplinary decisions made by competent supervisors. focused study in the field It is expected that disciplinary decisions issued at the central level would be implemented uniformly across the whole organization. Discipline is more likely to be effective in a more uniform setting.

A cold and distant approach is best for administering punishment. Managers may help mitigate the distress that their decisions evoke by focusing on the problematic behavior rather than the individual. Supervisors should keep their cool during disciplinary proceedings. Assessment of disciplinary options: It is necessary to evaluate the disciplinary choices before they are put into action. This will lessen the discretionary aspect of the disciplinary system while guaranteeing that it is consistent and fair. Disclosure of actions that might result in disciplinary action: Staff members may be made aware of misconduct-causing behaviors by noting and documenting them. As a consequence, they will have no grounds to claim that prior notification was lacking. Details about punishments: Warnings, reprimands, dismissal, and termination are all forms of further actions that the employer must outline beforehand. Everyone on staff has to be apprised of these plans of action. Consistent self-control is essential: A gradual disciplinary system is desirable. The goal of a progressive disciplinary technique is to get an employee to behave better by making the consequences for their actions more severe with each infraction. The advantage of this approach is that employees will not be able to take it for granted.

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I. INTRODUCTION

The definition of motivation and Employee discipline:

It is to give reason, incentive, enthusiasm, or interest that causes a specific action or certain behavior. Motivation is present in every life function. Simple acts such as eating

are motivated by hunger. Education is motivated by desire for knowledge. Motivators can be anything from reward to coercion.

There are two main kinds of motivation: intrinsic and extrinsic. Intrinsic motivation is internal. It occurs when people are compelled to do something out of pleasure, importance, or desire. Extrinsic motivation occurs when external factors compel the person to do something. However, there are many theories and labels that serve as sub tittles to the definition of motivation. For example: "I will give you a candy bar if you clean your room." This is an example of reward motivation.

The maintenance of harmonious industrial relations within an industry depends on the extent of promotion and maintenance of discipline in the organizations. No organizations can grow and prosper without effective disciplinary system. Discipline on account of employees means complying with the predefined rules and regulations of the organization. It is a form of training that enforces organizational rules. Conduct problems arise from the employees who fail to follow the code of conduct of the organization. These employees are most often affected by the disciplinary system of the organization. Such employees are often called problem employees. The problem employees comprise a small number of employees, but they are the ones who cause the most disciplinary situations.

If employers fail to deal with problem employees, negative effects on other employees and work groups may result. Some common disciplinary issues caused by problem employees include absenteeism, tardiness, productivity deficiencies, pilfering, alcoholism, insubordination, misuse of equipments and other company resources, and negligence. The goal of discipline is behavior modification, that is, to modify unacceptable behavior and misconduct.

Employee discipline

According to Richard D. Calhoon, “Discipline is the force that prompts individuals or groups to observe rules, regulations, standards and procedures deemed necessary for an organization.”

Therefore discipline means securing consistent behaviour in accordance with the accepted norms of behaviour. I am sure you will agree that discipline is essential in every aspect of life. It is equally essential in industrial undertakings.

Simply stated, discipline means orderliness. It implies the absence of chaos, irregularity and confusion in the behaviour of workers.

Let us examine another definition by Ordway Tead, “Discipline is the orderly conduct of affairs by the members of an organization who adhere to its necessary regulations because they desire to cooperate harmoniously in forwarding the end which the group has in view, and willingly recognize that, to do this, their wishes must be brought into a reasonable unison with the requirements of the group in action.”

NEED OF THE STUDY:

A common place that we see the need to apply motivation is in the work place. In the work force, we can see motivation play a key role in leadership success. A person unable to grasp motivation and apply it, will not become or stay a leader. It is critical that anyone seeking to lead or motivate understand "Howletts Hierarchy of Work Motivators."

Salary, benefits, working conditions, supervision, policy, safety, security, affiliation, and relationships are all externally motivated needs. These are the first three levels of "Howletts Hierarchy" When these needs are achieved; the person moves up to level four and then five. However, if levels one through three are not met, the person becomes dissatisfied with their job. When satisfaction is not found, the person becomes less productive and eventually quits or is fired. Achievement,

advancement, recognition, growth, responsibility, and job nature are internal motivators. These are the last two levels of "Howletts Hierarchy." They occur when the person motivates themselves (after external motivation needs are met.) An employer or leader that meets the needs on the "Howletts Hierarchy" will see motivated employees and see productivity increase. Understanding the definition of motivation, and then applying it, is one of the most prevalent challenges facing employers and supervisors. Companies often spend thousands of dollars each year hiring outside firms just to give motivation seminars.

SCOPE OF THE STUDY

- The study is confined and relevant only to **Hero MotoCorp Ltd**. (Formerly Hero Honda Motors Ltd.)not applicable to any organization.
- The study covers motivational practices in **Hero MotoCorp Ltd**. (Formerly Hero Honda Motors Ltd.)at various levels of employees.
- The study assists the management in determining the decision regarding the performance of the employee.

II. OBJECTIVES OF THE STUDY HERO LIMITED:

To find out the present motivation level of the employees in **Hero MotoCorp Ltd**. (Formerly Hero Honda Motors Ltd.).

1. To find out the blockages for the motivation (i.e: discipline).
2. To suggest measures for improvement of the motivation as a discipline Point;
3. To study the hygienic and motivational content factors.
4. To study about the Company History, Mission, Vision, and Objectives.
5. To understand HR Department.
6. To know what company contributing for the Quality of work life.
7. To evaluate the effectiveness and understand the perception of employees towards the employee discipline.
8. To suggest measures for further improvement of employee discipline.

III. METHODOLOGY

The basic principle in the research has been adopted in the overall methodology. The following methodology has been used for meeting the requirements,

- Defining objectives
- Developing the information sources
- Collection o information
- Analysis of information
- Suggestion

The methodology followed for collection, analysis under interpretation of data in explained below.

1. RESEARCH DESIGNS

There are generally three categories of research based on the type of information required, they are

1. Exploratory research
2. Descriptive research
3. Casual research

The research category used in this project in descriptive research, which is focused on the accurate description of the variable in the problem model. Consumer profile studies, market potential studies, product usage studies, Attitude surveys, sales analysis, media research and prove survey s are the,

Examples of this research. Any source of information can be used in this study although most studies of this nature rely heavily on secondary data sources and survey research.

2. Primary Source: Discussions with plant staff, Interviews, Questionnaire administered.

3. Secondary Source: Journals Magazines and articles from prominent newspapers.

Population and Sample: There are 140 Officers & Supervisors and 100 Managerial staff .The questionnaire is administered to 100 Officers and Supervisory staff and 100 Managerial staff.

3. SAMPLE DESIGN

a) Sampling unit: the study is directed towards the executive of managerial level.

b) Sample size: sample size of 100 is taken in this study

4) DATA ANALYSES

Simple analysis method is followed for analyzing the data pertaining to different dimensions of employees. Simple statistical data like percentage are used in the interpretation of data pertaining to the study. The results are illustrated by means of bar charts.

LIMITATIONS OF THE STUDY:

There are certain limitations of the concept of empowerment. It may be cost consuming in selecting personnel, training costs and labor costs may be high, it may result in slower or inconsistent services and poor use of the technique of empowerment.

At the outset, Managers must also accept the fact that not all employees want to be empowered. Many workers just work better in jobs that are clearly defined and closely supervised. Once both employees and managers have received proper training, the next step is go give employee's control of the resources needed to make the improvements in their job and work processes.

By giving employees information, resources and training and by following with measurements and reinforcement, Human Resources can create an empowered environment. But Empowerment should be continuous process like quality improvement and it is like a race without a finish line. Those companies that take the first step by creating an environment conductive to empowerment will be at the head of the pack

IV. METHODS OF DISCIPLINE

Military discipline

Discipline refers to systematic instruction, or orders, given to a person to follow a particular code of conduct, equally applied to all, to achieve a mission. When a group of people are well-disciplined then they all contribute equal effort to achieve a mission. When people contribute equally, a very deep friendship is created among them, like the very deep friendships which exist in the military.

On the other hand, if the orders of a civilian officer are not carried out, then the punishment applied is usually just a verbal reprimand, or much less frequently, a fine or firing. Such verbal (or monetary) punishments are of little consequence, even counter-productive, causing resentment toward civilian officers who make these types of reprimands because the violator always has the option of going elsewhere for employment, and thus does not learn (or earn) the friendship of discipline (here or elsewhere).

On the other hand, in the military, where employment isn't optional after signing on, failure to follow orders always results in highly painful physical punishment (or physical fitness training) which is applied not just to the violator alone, but to the entire unit of which that violator is a part (for their lack of teamwork). Therefore, most importantly, the violator begins to feel intense guilt for having been the unjust cause of highly painful physical punishment applied to all equally. Why? Because the chain of command is only as strong as it's weakest link, or said more holistically, "the first shall be last and the last shall be first" (Matthew 19:30). Thereafter, the violator begins to contribute equal effort to a mission to avoid the intense guilt of having caused everyone pain (again); as such, through highly painful physical punishment (or physical fitness training) equally applied to all, equal effort, or discipline, is created, and thus results in a very deep friendship being created through out the chain of

command for their equal effort, or discipline, to achieve a mission.

On the other hand, continued violators, which are rare (given a non-elite mission), are "thrown out, good for nothing but to be trampled upon" by the "salty", or disciplined (Matthew 5:13). And yet, the much more common outcome is a very deep friendship being created through out the chain of command as a result of their discipline, or equal effort, and related hard work and accomplishment (eg. kung fu), to achieve a mission, especially among elite units, such as the U.S. Navy Seals.

School discipline

School discipline refers to regulation of children and the maintenance of order ("rules") in schools. These rules may, for example, define the expected standards of clothing, timekeeping, social behavior, homework assignments, tests, and work ethic. The term may also refer to the punishment that is the consequences of violating the behavior code, or to the administration of such punishment, rather than to behaving within the school rules.

Church discipline

Church discipline is a response of an ecclesiastical body to some perceived wrong, whether in action or in doctrine. Its most extreme form in modern churches is excommunication. Church discipline can also refer to the rules governing some ecclesiastical order, such as priests or monks, such as clerical celibacy.

Employment discipline

In UK employment matters, a discipline hearing (otherwise known as a disciplinary hearing) is conducted by an employer when it is alleged that an employee has fallen below the required standard in an aspect relating to their employment. A discipline hearing can be instigated regarding an issue of misconduct or poor performance. The employee is allowed to respond to the allegations during the discipline hearing.

Education of The Will

The following are summary notes, taken many years ago by L.B. Beattie from an old English version of Education of The Will:

- Ideas must be colored with passion in order to influence Will.
- The enemies of Will are distaste of effort – lack of persistence – sensuality, apathy, idleness, and laziness.
- Laziness abhors any definite direction. Strong Wills have a definite chief aim. Will power comes from thinking one's own thoughts.
- Deep happiness comes from well-regulated activity. The Will loves thoughts covered with feeling – emotions – color – dynamics.
- The art of thinking is to organize and classify.
- We must turn words into living images.
- Action, by itself, with no plan or direction, is as powerless as inaction.
- Lack of time may be traced to indefinite ideas about what is to be accomplished.
- Work well done is renewing – energy creating.
- Walking is conducive to creative work.
- To be able to bear pain is one of the highest forms of Will. Painful exercise develops Will (self-discipline).
- Lazy people miss the joys of rest after hard work.
- Laziness is perpetual letting go of self.
- The lazy, hypnotized individual can be seen walking around in a fog of habit.
- We lack not in abundance of methods, we lack in choosing one and sticking with it.
- Pleasure may be a feeling of dominance over self; a superabundance of energy, a feeling of something perfect – when we produce more power than we can consume.

Self-discipline

Self-discipline refers to the training that one gives oneself to accomplish a certain task or to adopt a particular pattern of behavior, even if one would rather be doing something else. For example, denying oneself an extravagant pleasure in order to accomplish a more demanding charitable deed is a display of self-discipline. Thus, self-discipline is the assertion of willpower over more base desires, and is usually understood to be synonymous with self control. Self-discipline is to some extent a substitute for motivation, when one uses reason to determine a best course of action that opposes one's desires. Virtuous behavior is when one's motivations are aligned with one's reasoned aims: to do what one knows is best and to do it gladly. Continent behavior, on the other hand, is when one does what one knows is best, but must do it by opposing one's motivations. Moving from continent to virtuous behavior requires training and some self-discipline

Issues to Consider in Employee Disciplinary Actions

As a communication tool with employees, an employee reprimand must be fair. Employers need to make certain that they are using the tool appropriately and that certain conditions exist for its effective and successful use.

- Employee **job descriptions must exist that spell out the required area of performance** for which the employee is receiving the reprimand. If the problem performance is occurring in a non-essential job function, this needs consideration – or a rewritten job description.
- **The employee reprimand must be congruent with the disciplinary action process** described in the employee handbook. Well-written employee handbooks suggest potential disciplinary actions, but allow the employer latitude depending upon the circumstances of the employee's actions or performance. No disciplinary actions should be promised or deemed essential. A list of required disciplinary actions hobbles the employer's ability to remove an employee who is not performing. They may make lawyers happy but they cause unnecessary pain for the non-performing employee, his or her coworkers, and the organization.
- **Company past practices, in similar situations with other employees, must be consistent** with the current employee reprimand. Inconsistency is potential grounds for charges of discrimination, if employees in a protected group are over-represented in disciplinary action cases. If you discover this is so, relook at your hiring practices, policies, and any other employment practice that may be a red flag for discriminatory treatment.
- **The degree or type of disciplinary action taken fits the employee performance issues.** An attorney once asked me why a client company provided increasing amounts of time off from work for employees who had attendance problems. The question did cause me to rethink the practice, but in fairness to employers, options are limited when employee violation of rules and policies is the issue.

  What's important, beyond consistency in similar situations, is to strive to make the disciplinary action "fit the crime." For example, a company car was removed from an employee's use for a period of time because the employee had charged the company's EZPass tag for a personal trip, thus charging the company for her personal tolls. In a second example, an employee was removed from two company committees on which he enjoyed serving, because

his tardinesss and absenteeism affected his regular work day. In a third, an employee lost the upfront use of the company credit card because his expenditures violated the company code of conduct.

An employee reprimand, used appropriately, as part of a series of disciplinary actions, can help an employee improve his or her performance and rejoin the ranks of performing employees.

Child discipline is the set of rules, rewards and punishments administered to teach self control, increase desirable behaviors and decrease undesirable behaviors in children. In its most general sense, discipline refers to systematic instruction given to a disciple. *To discipline* thus means to instruct a person to follow a particular code of conduct. While the purpose of child discipline is to develop and entrench desirable social habits in children, the ultimate goal is to foster sound judgement and morals so the child will develop and maintain self discipline throughout the rest of his or her life.

Child discipline is a topic that draws from a wide range of interested fields, such as parents, the professional practice of behavior analysis, developmental psychology, social work, and various religious perspectives. Because the values, beliefs, education, customs and cultures of people vary so widely, along with the age and temperament of the child, methods of child discipline vary widely.

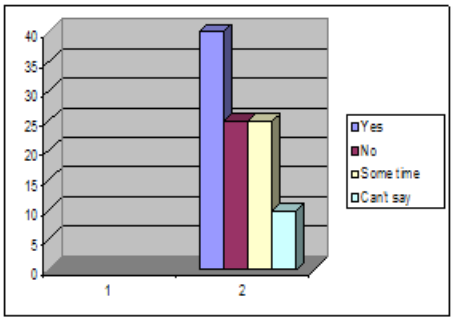
In western society, there has been debate in recent years over the use of corporal punishment for children in general, and increased attention has been given to the concept of "positive parenting" where good behaviour is encouraged and rewarded.

V. DATA ANALYSIS AND INTERPRETATION

1. Is the physical working conditions are taken care by superiors?

A) Yes B) No C) Some time D) Can't say

PARTICULARS	RESPONDENTS
YES	40
NO	25
SOME TIME	25
CAN'T SAY	10



Analysis

40% agreed with the above proposal

25% disagreed with the above proposal

25% may be may not

10% can't say

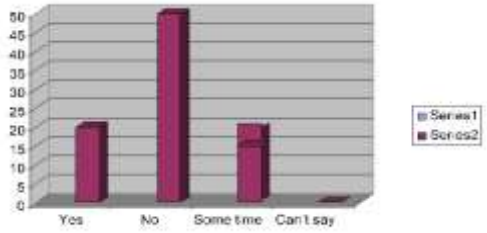
Interpretation:

More Number of Employees is saying that the physical working conditions are taken care by superiors only.

2. Are you accustomed to work under many supervisors for the same nature of work?

A) Yes B) No C) Some time D) Can't say

PARTICULARS	RESPONDENTS
YES	25
NO	50
SOME TIME	25
CAN'T SAY	0



Analysis

25% agreed with the above proposal

50% disagreed with the above proposal

25% may be may not

0% can't say

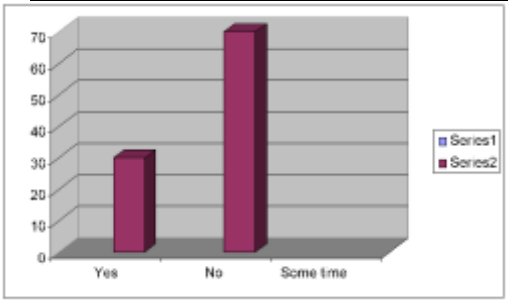
Interpretation:

A few Number of Employees is saying that they accustomed to work under many supervisors for the same nature of work.

3. Do you feel to do your duty out of your commitment to job because of the fear of survival?

A) Yes B) No C) Some times

PARTICULARS	RESPONDENTS
YES	30
NO	70
SOME TIME	0



Analysis

30% agreed with the above proposal

70% disagreed with the above proposal

Interpretation:

A few Number of Employees is saying that they feel to do your duty out of your commitment to job because of the fear of survival

V. FINDINGS:

- In the above perspective, the present chapter makes an attempt to draw some conclusions.
- It should be confessed here that the investigator is conscious of the limitations of the study and the conclusion drawn on the basis of the sample from a single unit cannot be generalized about the entire manufacturing sector.
- The study examines the readiness for employee empowerment in six aspects, namely effective Communication, Value of people, Clarity , Concept about power, Information and Learning.
- A perusal of data pertaining to combination makes us to conclude that the Executives have agreed to the effective down ward communication flow, which is a prerequisite for empowerment.
- With regard to value of people, the analysis leads to the conclusion that the Executives give a reasonable value to the Human Resources in the Organization. However, in respect of concept about power, they are some what agreed to share the power.
- As far as information sharing with lower rungs is concerned, they are very positive.
- One significant conclusion with regards to learning opportunities, which is a basic for empowerment, is that the executives are favorable and feel that sufficient learning opportunities should be there for the rank & file.
- As far as clarity is concerned, the executives are somewhat agreed i.e., neutral.
- The aspect wise percentage analysis leads to the conclusion that the organization is somewhat ready for employee empowerment because the majority of the Executives in almost all aspects are concentrated in somewhat ready group

VI. SUGGESTIONS

The conclusions so far drawn from the study tempts to offer the following suggestions for making the organization ready for empowerment. The conclusions drawn above convince any body to identify the following areas to chart out training programs for the executives to make them completely ready for empowerment

1. A general training program covering the importance of and need for employee empowerment in the light of global competition is to be designed in brainstorming session involving internal and external experts.
2. The present study identifies the following areas in which training is to be undertaken.

- ✦ A training program may be undertaken for Executives in general and to Senior Executives in particular to convince and make them accept the empowerment concept.
- ✦ Executives working in technical areas to be trained effectively in the areas of their role and interpersonal dependence and relations to make empowerment more fruitful.
- ✦ A training program may be undertaken about "Shared Leadership" which brings high morale and high productivity and makes the empowerment a success.

3. The subordinate staff who is going to be empowered must be ready to take up this responsibility. A study is to be conducted among the subordinate staff to find out their readiness to discharge the new roles under this empowerment program. This helps in identifying the training areas, to make the subordinate staff completely ready for undertaking empowerment.

VI. CONCLUSIONS

This chapter aims to derive some conclusions from the aforementioned viewpoint. Here, the researcher must admit that they are aware of the study's limits and that it is not possible to extrapolate the results from a single unit's sample to the whole industrial sector.

Six dimensions of employee empowerment preparation are assessed in the study: information and learning, clarity, value of people, power concept, and effective communication.

Executive buy-in for an efficient downward flow of information is a precondition for empowerment, and our analysis of combination data supports this conclusion.

The study concludes that the executives place a fair value on the organization's human resources when considering the worth of people. But they have somewhat agreed to share the power in terms of the notion of power.

They are really upbeat about the idea of sharing knowledge with lower-level employees.

The CEOs are supportive and believe that the rank-and-file should have enough learning chances, which is a major conclusion about learning opportunities, a foundation for empowerment.

When it comes to clarity, the CEOs are on the fence. Since most executives fall into the "somewhat ready" category across all dimensions, the aspect-wise percentage analysis concludes that the company is only partially prepared to empower its employees.

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