

CHAPTER - 6  
P U N I S H M E N T

SECTION - I

The volume and quality of production depends upon the observance of discipline in the factory. Industrial activity demands regularity, punctuality, obedience and co-operation. Any deviation from the standards of discipline even by a single employee obstructs the whole process of production and if this act of negligence is not set right at the very moment of occurrence it sets a chain action spreading the disease of disobedience and indiscipline in the entire factory and hits at the very root of existence of the organisation. Therefore, every organisation prepares code of behaviour, the attitude which will be considered as breach of such code and punishment fixed for such unwarranted behaviour. The objective of such punishment is not hurt the ego of the individual and insult him, but is to avoid recurrence of such behaviour and to set illustration before others so they would not indulge into such activity.

As in any organisation, in HLL a code of conduct is prepared, meaning of breach of conduct is defined and the punishment such act of breach will invite is also specified. This is made known to all the employees of HLL. The Punishments are specified to be warning, memo, charge sheet, demotion and termination. Employee is given full opportunity to plead his case.

Table 6.1 gives the data regarding the nature of default and punishment awarded therefor. The table is very blank.

It indicates low frequency of punishment. Only 10 (12.50 per cent) workers out of 80 interviewed have been punished and the punishment awarded is very minor. No higher order default is committed and therefore no higher order punishment is awarded. However, it also indicates that instead of warning the defaulting employees memos were issued. It indicates recurrence of default by employees. HLL faces no problem of indiscipline.

With a view to get the mind of the workers about the punishment their responses were recorded. They are presented below in the context of age of the employee (table 6.2), education of the employee. Analysis in respect of length of service, department designation of the employee is also presented in the succeeding paragraphs.

All the 70(87.50 percent) workers who have done no wrong do not feel any injustice being done in awarding punishment. They seem to have preferred to side the management. Out of 10(12.50 percent) employees who received some punishment and have preferred to be neutral with a view not to invite wrath of the management. But two employees have shown the courage to voice their mind that discrimination or favouritism was done in awarding punishment. These two belong to the age group of 29 to 34 years.

TABLE 6.1

## REASONS OF PUNISHMENT AND NATURE OF PUNISHMENT

| Reason of Punishment           | Number of workers.         | Nature of Punishment |                           |              |           |             | Total                      |
|--------------------------------|----------------------------|----------------------|---------------------------|--------------|-----------|-------------|----------------------------|
|                                |                            | Warning              | Memo                      | Charge Sheet | Demo-tion | Termination |                            |
| No punishment                  | 70<br>(100.00)<br>(87.50)  | -                    | -                         | -            | -         | -           | 10<br>(100.00)<br>(87.50)  |
| Absence and Negligence of work | 1<br>(100.00)<br>(1.25)    | -                    | 1<br>(100.00)<br>(1.25)   | -            | -         | -           | 1<br>(100.00)<br>(1.25)    |
| Absence                        | 4<br>(100.00)<br>(5.00)    | -                    | 4<br>(100.00)<br>(5.00)   | -            | -         | -           | 4<br>(100.00)<br>(5.00)    |
| Negligence of work             | 5<br>(100.00)<br>(6.25)    | -                    | 5<br>(100.00)<br>(6.25)   | -            | -         | -           | 5<br>(100.00)<br>(6.25)    |
| Loss of property               | -                          | -                    | -                         | -            | -         | -           | -                          |
| Misconduct                     | -                          | -                    | -                         | -            | -         | -           | -                          |
| TOTAL                          | 80<br>(100.00)<br>(100.00) | -                    | 10<br>(100.00)<br>(12.50) | -            | -         | -           | 80<br>(100.00)<br>(100.00) |

NOTE : Figures in upper paranthese are percentages of horizontal and in lower parantheses are percentages of vertical total.

Further scrutiny of the answers given to this question in relation to educational achievements reveals that both the employees who feel that discrimination was done in awarding punishment are technically qualified persons. Those eight who were punished did not comment on this issue were one secondary educated, three college educated and 4 technically educated. That means of the six technically qualified persons who were punished two felt that they were done injustice while four preferred to keep quiet .

Those two employees who felt that justice was not done in punishing them were with 4 to 6 years service. So in all seven employees of this length of service were punished but five preferred to be non-committal. One of these punished was from electrical department and the other was from mechanical department. They felt that in awarding punishment discrimination was done. Actually two employees from electrical department were punished but the other person did not committ himself to any comment. One employee grade IV worker and the other employee grade III worker were the two who opined that discrimination was done while awarding them punishment. In fact three grade IV workers and two grade III workers were punished for doing wrong. But from them two grade IV and one grade III worker did not offer any comment regarding discriminatory treatment in awarding punishment.

TABLE - 6.2

DISCRIMINATION DONE OR NOT IN AWARDING  
PUNISHMENT

| Age of the Employee | Discrimination not done    | Discrimination Done      | No Comment                | Total                       |
|---------------------|----------------------------|--------------------------|---------------------------|-----------------------------|
| 23 to 28            | 21 ( 84.00 )<br>( 30. 00 ) | -                        | 4 ( 16.00 )<br>( 50.00 )  | 25 ( 100.00 )<br>( 31.25 )  |
| 29 to 34            | 38 ( 86.36 )<br>( 54. 28 ) | 2 ( 4.54 )<br>( 100.00 ) | 4 ( 9.09 )<br>( 50.00 )   | 44 ( 100.00 )<br>( 55.00 )  |
| 35 to 39            | 6 ( 100.00 )<br>( 8.57 )   | -                        | -                         | 6 ( 100.00 )<br>( 7.50 )    |
| 40 to 44            | 4 ( 100.00 )<br>( 5.71 )   | -                        | -                         | 4 ( 100.00 )<br>( 5.00 )    |
| 45 to 49            | -                          | -                        | -                         | -                           |
| 50 to 54            | 1 ( 100.00 )<br>( 1.42 )   | -                        | -                         | 1 ( 100.00 )<br>( 1.25 )    |
| TOTAL               | 70 ( 87.50 )<br>( 100.00 ) | 2 ( 2.50 )<br>( 100.00 ) | 8 ( 10.00 )<br>( 100.00 ) | 80 ( 100.00 )<br>( 100.00 ) |

NOTE : Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentages of vertical total.

Upshot of the discussion presented in preceeding paragraphs is that out of eighty workers ten (12.50 percent) workers were punished . These ten workers were punished on the grounds of absence and negligence in work. They were from two age groups namely 23 to 28 years (Four) and 29 to 34 years (six). They were secondary (one), college (three) and technically (six) educated. The employees who were punished had service upto three years (two), 4 to 6 years (seven) and 7 to 9 years (one). They

belonged to all departments except personnel, accounts, packing and inspection. The punished employees were junior, clerks (two), supervisors (two), grade IV workers (three), grade III workers (two) and a casual worker. Incidence of wrong doors was in the age group of 29 to 34 years, technically educated, four to six years service and grade IV workers. Negligence of work (five cases) and unauthorised absence (four cases) were the offences and they were issued memos for this default.

#### S E C T I O N - I I

In the course of interview respondents were asked to give suggestions for improving the punishment procedure. As in case of previous phenomenon, in this case also majority 64 (80 percent) workers preferred to keep themselves away from this issue. Only 16 (20 percent) offered their opinions.

Table 6.3 indicates that workers expect the punishment procedure to be more democratic and transparent. They have a feeling that many a times the case is not investigated fully to assess the reasons of default and even the punishment awarded does not commensurate the default. That is why among the 16 employees who have offered suggestion more than fifty percent (nine) suggest that workers' mistake should be seen into other four workers also make a suggestion of the same nature that the reason of absence should be investigated into. That means thirteen workers suggest that more enquiries should be done

before any punishment is decided upon. One worker feels that the punishments should begin from warning and repetition of mistake should be met with higher order awards. Two workers are of the opinion that one who has committed mistake has to face punishment one specifying the nature of punishment to be stoppage of promotion. Even accepting that stoppage of promotion is not the punishment for every default, the essence of his suggestion is that the one who has committed offence must be dealt with according to procedure.

The suggestions put forth were also studied in the light of educational level of the employees. The phenomenon revealed states that among the four employees who suggested that the reason as to why the employees remain absent from duty should be investigated into, two were college and two were technically educated. Among the nine workers who wanted the nature of the mistake seen into two were secondary and seven were technically educated. The one who suggested that promotion should be stopped as a punishment was college educated. The other two suggesting that as a first step of punishment warning should be given and that offence should meet with punishment were technically educated.

In other words, among the sixteen employees who offered suggestions for improving punishment procedure three were college educated and eleven were technically educated. So employees with higher level of education did notice some lacunae in the punishment procedure and showed the courage to put forth suggestions for improvement. Technically qualified employees have put all types of suggestions except stoppage of promotion; and it is an indicator of their psychology towards future prospects.

TABLE 6.3

SUGGESTIONS FOR IMPROVING PUNISHMENT PROCEDURE IN RELATION TO AGE

| Age      | SUGGESTIONS FOR IMPROVEMENT |                           |                            |                        |                             |   | Total                   |
|----------|-----------------------------|---------------------------|----------------------------|------------------------|-----------------------------|---|-------------------------|
|          | No Suggestion               | To see reason for Absence | To see mistakes of workers | First give the warning | Punishment should be given. | Promotion to be stopped for proper time |                         |
| 23 to 28 | 19 (76.00)<br>(29.68)       | 1 (4.00)<br>(25.00)       | 5 (20.00)<br>(55.55)       | -                      | -                           | -                                       | 25 (100.00)<br>(31.25)  |
| 28 to 34 | 35 (79.54)<br>(54.68)       | 3 (6.81)<br>(75.00)       | 4 (9.09)<br>(44.44)        | 1 (2.27)<br>(100.00)   | 1 (2.27)<br>(100.00)        | -                                       | 44 (100.00)<br>(55.00)  |
| 35 to 39 | 5 (53.33)<br>(7.81)         | -                         | -                          | -                      | -                           | 1 (16.66)<br>(100.00)                   | 6 (100.00)<br>(7.50)    |
| 40 to 44 | 4 (100.00)<br>(6.25)        | -                         | -                          | -                      | -                           | -                                       | 4 (100.00)<br>(5.00)    |
| 45 to 49 | -                           | -                         | -                          | -                      | -                           | -                                       | -                       |
| 50 to 54 | 1 (100.00)<br>(1.56)        | -                         | -                          | -                      | -                           | -                                       | 1 (100.00)<br>(1.25)    |
| TOTAL    | 64 (80.00)<br>(100.00)      | 4 (5.00)<br>(100.00)      | 9 (11.25)<br>(100.00)      | 1 (1.25)<br>(100.00)   | 1 (1.25)<br>(100.00)        | 1 (1.25)<br>(100.00)                    | 80 (100.00)<br>(100.00) |

NOTE : Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentages of vertical total.

TABLE - 6.4

SUGGESTION FOR IMPROVEMENT OF PUNISHMENT PROCEDURE AS RELATED TO THE DEPARTMENTS.:

| Department      | SUGGESTION FOR IMPROVEMENT |                           |                          |                        |                            |   |                      | Total |
|-----------------|----------------------------|---------------------------|--------------------------|------------------------|----------------------------|---|----------------------|-------|
|                 | No Suggestion              | To see Reason for Absence | To see Mistake of worker | First give the warning | Punishment should be given | Promotion to be stopped for proper time |                      |       |
| 1               | 2                          | 3                         | 4                        | 5                      | 6                          | 7                                       | 8                    |       |
| Personnel       | 2 { 100.00 }<br>3.12       | -                         | -                        | -                      | -                          | -                                       | 2 { 100.00 }<br>2.50 |       |
| Accounts        | 4 { 100.00 }<br>6.25       | -                         | -                        | -                      | -                          | -                                       | 4 { 100.00 }<br>5.00 |       |
| Purchase        | 1 { 100.00 }<br>1.56       | -                         | -                        | -                      | -                          | -                                       | 1 { 100.00 }<br>1.25 |       |
| Sales           | 1 { 50.00 }<br>1.56        | 1 { 50.00 }<br>25.00      | -                        | -                      | -                          | -                                       | 2 { 100.00 }<br>2.50 |       |
| Office Staff    | 3 { 75.00 }<br>4.68        | -                         | 1 { 25.00 }<br>11.11     | -                      | -                          | -                                       | 4 { 100.00 }<br>5.00 |       |
| Quality Control | 5 { 71.42 }<br>7.81        | -                         | 1 { 14.28 }<br>11.11     | -                      | -                          | 1 { 14.28 }<br>100.00                   | 7 { 100.00 }<br>8.75 |       |
| Laboratory      | 3 { 100.00 }<br>4.68       | -                         | -                        | -                      | -                          | -                                       | 3 { 100.00 }<br>3.75 |       |
| Electrical      | 3 { 50.00 }<br>4.68        | 1 { 16.66 }<br>25.00      | 1 { 16.66 }<br>11.11     | 1 { 16.66 }<br>100.00  | -                          | -                                       | 6 { 100.00 }<br>7.50 |       |

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| 1                      | 2                      | 3                    | 4                     | 5                    | 6                     | 7                    | 8                       |
|------------------------|------------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-------------------------|
| Mechanical             | 6 { 75.00 }<br>9.57    | -                    | 2 { 25.00 }<br>22.22  | -                    | -                     | -                    | 8 { 100.00 }<br>10.00   |
| Moulding & Vulcanising | 4 { 57.14 }<br>6.25    | 1 { 14.28 }<br>25.00 | 2 { 28.50 }<br>22.22  | -                    | -                     | -                    | 7 { 100.00 }<br>8.75    |
| Compounding.           | 3 { 75.00 }<br>4.68    | -                    | -                     | -                    | 1 { 25.00 }<br>100.00 | -                    | 4 { 100.00 }<br>5.00    |
| Packing                | 6 { 85.71 }<br>9.37    | 1 { 14.28 }<br>25.00 | -                     | -                    | -                     | -                    | 7 { 100.00 }<br>8.75    |
| Special Packing        | 9 { 90.00 }<br>14.06   | -                    | 1 { 10.00 }<br>11.11  | -                    | -                     | -                    | 10 { 100.00 }<br>12.50  |
| Inspection             | 14 { 93.33 }<br>21.87  | -                    | 1 { 16.66 }<br>11.11  | -                    | -                     | -                    | 15 { 100.00 }<br>18.75  |
| Total                  | 64 { 80.00 }<br>100.00 | 4 { 5.00 }<br>100.00 | 9 { 11.25 }<br>100.00 | 1 { 1.25 }<br>100.00 | 1 { 1.25 }<br>100.00  | 1 { 1.25 }<br>100.00 | 80 { 100.00 }<br>100.00 |

NOTE : Figures in upper parantheses are percentages to horizontal and in lower parantheses are percentages to vertical total.

AS RELATED TO PRESENT DESIGNATION:

| Present Designation | No Suggestion         | SUGGESTIONS FOR IMPROVEMENT |                            |                               |                            |  |   |                       | Total |
|---------------------|-----------------------|-----------------------------|----------------------------|-------------------------------|----------------------------|--|---|-----------------------|-------|
|                     |                       | To see Reasons for absence  | To see Mistakes of workers | First Warning should be given | Punishment should be given | Promotion should be stopped for proper period. |   |                       |       |
| 1                   | 2                     | 3                           | 4                          | 5                             | 6                          | 7  | 8 |                       |       |
| Superintendent      | 2 (100.00)<br>( 3.12) | -                           | -                          | -                             | -                          | -  | - | 2 (100.00)<br>( 2.50) |       |
| Senior Clerk        | 2 (100.00)<br>( 3.12) | -                           | -                          | -                             | -                          | -  | - | 2 (100.00)<br>( 2.50) |       |
| Junior Clerk        | 3 ( 75.00)<br>( 4.68) | 1 ( 25.00)<br>( 25.00)      | -                          | -                             | -                          | -  | - | 4 (100.00)<br>( 5.00) |       |
| Assistant           | 1 (100.00)<br>( 1.50) | -                           | -                          | -                             | -                          | -  | - | 1 (100.00)<br>( 1.25) |       |
| First Aid Attendant | -                     | -                           | 1 (100.00)<br>( 11.11)     | -                             | -                          | -  | - | 1 (100.00)<br>( 1.25) |       |
| Sweeper             | 1 (100.00)<br>( 1.56) | -                           | -                          | -                             | -                          | -  | - | 1 (100.00)<br>( 1.25) |       |
| Head Security Guard | 1 (100.00)<br>( 1.56) | -                           | -                          | -                             | -                          | -  | - | 1 (100.00)<br>( 1.25) |       |

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|                          | 1 | 2                        | 3                      | 4                      | 5                    | 6                     | 7                     | 8                        |
|--------------------------|---|--------------------------|------------------------|------------------------|----------------------|-----------------------|-----------------------|--------------------------|
| Assistant Security Guard |   | 1 (100.00)<br>( 1.56 )   | -                      | -                      | -                    | -                     | -                     | 1 (100.00)<br>( 1.25 )   |
| Supervisor               |   | 6 (60.00)<br>( 9.37 )    | -                      | 2 (20.00)<br>( 22.22 ) | -                    | 1 (10.00)<br>(100.00) | 1 (10.00)<br>(100.00) | 10 (100.00)<br>( 12.50 ) |
| Grade IV Worker          |   | 4 (54.54)<br>( 9.37 )    | 2 (16.18)<br>( 50.00 ) | 3 (27.27)<br>( 33.33 ) | -                    | -                     | -                     | 11 (100.00)<br>(13.75 )  |
| Grade III Worker         |   | 15 (75.00)<br>( 23.43 )  | 1 (5.00)<br>( 25.00 )  | 3 (15.00)<br>( 33.33 ) | 1 (5.00)<br>(100.00) | -                     | -                     | 20 (100.00)<br>( 25.00 ) |
| Grade II Worker          |   | 5 (100.00)<br>( 7.81 )   | -                      | -                      | -                    | -                     | -                     | 5 (100.00)<br>( 6.25 )   |
| Grade I Worker           |   | 16 (100.00)<br>( 25.00 ) | -                      | -                      | -                    | -                     | -                     | 16 (100.00)<br>( 20.00 ) |
| Casual/Temporary Worker  |   | 5 (100.00)<br>( 7.81 )   | -                      | -                      | -                    | -                     | -                     | 5 (100.00)<br>( 6.25 )   |
| TOTAL                    |   | 64 (80.00)<br>(100.00)   | 4 (5.00)<br>(100.00)   | 9 (11.25)<br>(100.00)  | 1 (1.25)<br>(100.00) | 1 (1.25)<br>(100.00)  | 1 (1.25)<br>(100.00)  | 80 (100.00)<br>(100.00)  |

NOTE: Figures in upper parantheses are percentages of horizontal and figures in lower parantheses are percentages of vertical total.

Statistics given in table 6.4 when subjected to analysis drives us to conclusion that employees who pleaded that reason for absence should be scrutinised were from sales Electrical, moulding and vulcanising and packing departments. While those who suggested that mistakes of workers should be seen were from office, quality control, electrical mechanical moulding and vulcanising special packing and inspection departments. Employees from electrical departments had maximum suggestions.

Among the 16 (20.00 per cent) employees giving suggestions, grade IV and grade III workers are in majority to be followed by supervisors. And these are the employees who have putforth majority of suggestions. These three categories of employees have putforth maximum number of suggestions in maximum number. All they belong to production department and are higher level shop floor employees. They are 14 out of 27 employees in these three categories. Other two are, one junior clerk and one first aid attendant.

It is worth noting from table 6.6 that all the three employees with maximum service (7 to 9 years) in HLL have come out to suggest improvements in punishment procedure. Among the employees with service 3 to 6 years (70, 87.50 percent) 12 (17.14 per cent) have putforth maximum number of suggestions. While only one worker from juniors has putforth a suggestion.

TABLE - 6.6  
SUGGESTIONS FOR IMPROVEMENT IN PUNISHING PROCEDURE  
AS RELATED TO LENGTH OF SERVICE

| Length of Service (years) | SUGGESTIONS FOR IMPROVEMENT |                            |                               |                               |                            |  | Total                       |
|---------------------------|-----------------------------|----------------------------|-------------------------------|-------------------------------|----------------------------|--|-----------------------------|
|                           | No Suggestion               | To see Reasons for Absence | To see Mistakes of the Worker | First warning should be given | Punishment should be given | Promotion should be stopped for proper time. |                             |
| Upto 3                    | 6 ( 85.71 )<br>( 9.37 )     | 1 ( 14.28 )<br>( 25.00 )   | -                             | -                             | -                          | -  | 7 ( 100.00 )<br>( 8.75 )    |
| 4 to 6                    | 58 ( 85.85 )<br>( 90.62 )   | 2 ( 2.85 )<br>( 50.00 )    | 8 ( 11.42 )<br>( 88.88 )      | 1 ( 1.42 )<br>( 100.00 )      | 1 ( 1.42 )<br>( 100.00 )   | -  | 70 ( 100.00 )<br>( 87.50 )  |
| 7 to 9                    | -                           | 1 ( 33.33 )<br>( 25.00 )   | 1 ( 33.33 )<br>( 11.11 )      | -                             | -                          | 1 ( 33.33 )<br>( 100.00 )                    | 3 ( 100.00 )<br>( 3.75 )    |
| above 9                   | -                           | -                          | -                             | -                             | -                          | -  | -                           |
| Total                     | 64 ( 80.00 )<br>( 100.00 )  | 4 ( 5.00 )<br>( 100.00 )   | 9 ( 11.25 )<br>( 100.00 )     | 1 ( 1.25 )<br>( 100.00 )      | 1 ( 1.25 )<br>( 100.00 )   | 1 ( 1.25 )<br>( 100.00 )                     | 80 ( 100.00 )<br>( 100.00 ) |

NOTE : Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentage of vertical totals.

Comparative analysis of statistics presented in tables 6.3 through 6.6 tells that employees of 28 to 34 years at age, technically educated, from quality control, electrical mechanical, moulding and vulcanising departments in the designation of Supervisor, Grade IV and Grade III workers and having experience of 3 to 6 years in HLL are in majority who have put suggestions.

### SECTION - III

To conclude this discussion, it can be stated that the problem of indiscipline does not pose any problem at HLL because only 10 (12.50 percent) out of 80 were found to be guilty of the absence from duty and negligence in performing duty. They were issued memos. In response to this, suggestion given by a worker that in the first instance warning should be issued and then the second step should be taken. They were from the age groups of 23 to 34 years and the suggestions for improvement were given in majority by employees of these two age groups. Majority of defaulters came from the group with length of service 4 to 6 years and majority of employees presenting suggestions also belonged to this service group.

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