

COURSE CODE: SOCI 426

COURSE TITLE: INDUSTRIAL SOCIOLOGY II

**SESSION ELEVEN: DISCIPLINARY AND GRIEVANCES PROCEDURES IN
WORK ORGANIZATIONS**

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UNIVERSITY OF GHANA

College of Education

School of Continuing and Distance Education

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Course Information

Provide the following information:

Course Code:

Soci 426

Course Title:

Industrial Sociology II

Course Credit

3 Credits

**Session Number &
Session Title:**

Session 11
Disciplinary and Grievance Procedures in Work
Organization

Semester/Year:

Second Semester Slide 2
2017/2018/2018/2019

Course Information (contd.)

Provide the following information:

Lecture Period(s)

Insert Lecture Period(s): *(Online how many online interactions per week)*

Prerequisites

Soci 425: Industrial Sociology I

Teaching Assistant

Insert Teaching Assistant's Information: *(where applicable, provide name and contact information)*



Course Instructor's Contact

Provide the following information:

**Course Instructor(s)
Name**

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Session Overview

- **Overview**
- Discipline is an important aspect of management as employee indiscipline is both the cause and effect of the state of industrial relations;
- In industrial context it means working and behaving in accordance with the rules and regulations at work;
- This session examines Disciplinary and grievance procedures in Organizations.

Session Learning Objectives

- ❑ **Objective:** At the end of this session, the student will be able to:
 - Define Discipline and indications of Indiscipline at the workplace;
 - Identify the Approaches to Discipline;
 - Examine the steps involved in Disciplinary Action
 - Assess the Principles of Disciplinary Action

Session Outline

The key topics to be covered in this session are as follows:

- Topic One: Definitions of Discipline/Indications of Indiscipline
- Topic Two: Importance of Discipline in Organizations
- Topic Three: Approaches to Discipline
- Topic Four: Steps in Disciplinary Actions
- Topic Five: Principles of Disciplinary Action
- Topic Six: New Concepts of Discipline

Session Activities and Assignments

This week, complete the following tasks:

- **Log onto the UG Sakai LMS course site:**
 - <http://sakai.ug.edu.gh/XXXXXXXXXX>
- **Read Chapter 17** of Recommended Text Ghosh B (2000). **Human Resources Development and Management**. New Delhi, Vikas Publishing House Ltd.
- **Watch** the Videos for Session 11 – Disciplinary and Grievance Procedures
- **Review** Lecture Slides: Session 11 – Disciplinary and Grievance Procedure
- **Visit the Chat Room** and **discuss** the **Forum question** for Session 11
- **Complete** the **Individual Assignment** for Session 11

Reading List

- Refer to students to relevant text/chapter or reading materials you will make available on Sakai
- Ghosh B (2000). **Human Resources Development and Management**. New Delhi, Vikas Publishing House Ltd. (Chapter 17 pages 275-290)
- Harry C. Katz and Thomas A. Kochan (2000). **An Introduction to Collective Bargaining and Industrial Relations** (2nd Edition) USA: McGraw-Hill Companies.

Topic One: Definition of Discipline

- Discipline is a critical and important component of the success of every organization;
- Employee indiscipline is both the cause and effect of the state of industrial relations;
- In the wider sense, discipline means orderliness and the opposite of confusion;
- In industrial context it means working and behaving in accordance with the rules and regulations at work;
- It also means working in a normal and orderly manner.

Indications of Indiscipline

- Indications of indiscipline in an organization may be:
- The high rates of absenteeism;
- High Labour turnover;
- Accident and sickness;
- Multiple unresolved grievances;
- Increasing wastage;
- Low motivation and morale of workforce;
- High interruptions and conflicts.

Topic Two: Importance of Discipline

- It enhances efficiency and reduces costs;
- Absenteeism and employee turnover minimized;
- Equipment is given better care and scrap losses reduced;
- Employees gain a sense of security and safety;
- Workers work without fear of unfair penalty for miscount;
- Employee self-respect and respect for the organization preserved.

Topic Three: Approaches to Discipline

- Management could take FIVE possible approaches to any act of indiscipline;
 - Judiciary Approach;
 - Human Relations Approach;
 - Human Resource Approach;
 - Group Discipline Approach;
 - Leadership Approach

Approaches to Discipline Cont.

□ Judiciary Approach

- Under this approach, the law of natural justice is followed;
- That is the offender is given an opportunity to defend him/her self citing mitigating factors and plead for clemency
- The offence in a particular situation is determined by carefully weighing the evidence;
- And taking all the steps prescribed for disciplinary procedure;
- This is a fair process but time-consuming.

Approaches to Discipline Cont.

□ Human Relations Approach

- Under this approach the offender is treated as a human being;
- If the worker has violated the rules, the Human Relations Approach would ask the question: why did he violate the rule?
- For example sleeping during night-shift due to fatigue caused by factors man they has no control over;
- Attempt is made to help the worker to get over such personal difficulty or change the shift of duty.

Approaches to Discipline Cont.

❑ Human Resource Approach

- Under this approach, every employee is looked upon as a resource to the employer and that the human resource is the most important factor of production;
- This resource has to be trained, motivated and brought up to the level of efficiency required by the organization;
- Hence Indiscipline on the part of workers is due to:
- Failure of the training and motivating system;
- The individual's own failure to measure up to the code of ethics of the organization

Approaches to Discipline: Human Resource Approach Cont.

- The disciplinary authority has to look into two objectives of the disciplinary process:
 - ❖ Is the violation so serious as to jeopardize the running of the organization, if the offender is allowed to continue?
 - ❖ Can the offender be reformed by the disciplinary action?
- In this context, extreme forms of penalty like discharge or dismissal will not be used as the offending human resource will have to be trained and motivated within the norms of the organization.

Approaches to Discipline Cont.

□ Group Discipline Approach

- The organization with well-defined codes of conducts and norms involves groups of employees in the process of discipline;
- The group as a whole controls the individual worker who is its member much more effectively than the management through penalties;
- If management succeeds in making the group accept the organization's norms as their own, then the main function of discipline becomes a delegated than management task.

Approaches to Discipline Cont.

❑ Leadership Approach

- Leaders can best instil discipline when they lead by example;
- Every manager must develop a leadership quality to guide, control and lead others by example of obeying the norms and regulations;
- Employees would listen to the leader more if the leader's own behaviour is disciplined.

Topic Four: Steps in Disciplinary Action

- Disciplinary action involves the following steps:
 - Statement of Disciplinary Problems
 - Collection of full information on the case
 - Types of Penalties
 - Choosing among the alternatives Penalties
 - Application of the Penalty and
 - Follow up on the Case

Steps in Disciplinary Action Cont.

❑ Statement of the Disciplinary Problems

- Five points must be answered in arriving at a statement of disciplinary problem;
 - Determining the nature of the violation;
 - Stating the Violation;
 - Determining the Circumstances;
 - Individuals Involved
 - Nature of Repetition

Steps in Disciplinary Action Cont.

□ Types of Penalties

- Oral warning
- Written Warning
- Disciplinary lay-off and suspension
- Demotion in Rank;
- Withholding Increment or Fines
- Adverse remarks in service book
- Dismissal (from service for misconduct with stigma)
- Discharge (from service without any stigma)

Topic Five: Principles of Disciplinary Action

- In taking disciplinary action, it is wise to follow certain principles and to assume certain attitude towards employees in general;
 - Announce Disciplinary Policy with Advance Notice;
 - Consistency;
 - Impersonality;
 - Give an Employee an Opportunity to Explain;
 - Disciplinary Action as a Tool;

Principles of Disciplinary Action Cont.

❑ Announce Disciplinary Policy with Advance Notice

- Management should consistently follow an announced disciplinary policy with warning;
- This means that;
 - There must be advance warning that a given offence will lead to discipline;
 - There must be advance warning of the amount of discipline that will be imposed for a given offence

Principles of Disciplinary Action Cont.

□ Consistency

- Consistent discipline is fair and far more likely to be accepted by workers involved;
- If two men commit the same offence and one is more severely disciplined than the other, there will be cries of favoritism;
- Supervisors lose respect of their subordinates if they impose discipline in a whimsical and inconsistent manner;

Principles of Disciplinary Action Cont.

□ Impersonality;

- Discipline should be directed against the action and not against the person;
- It is difficult to impose discipline without causing the person feel resentful and aggressive;
- But the supervisor can minimize the danger by imposing discipline in as impersonal way as possible;
- Discipline is most effective if the individual feels that his behaviour is the only thing being punished and not his personality.

Principles of Disciplinary Action Cont.

- ❑ **Give an Employee an Opportunity to Explain;**
 - Disciplinary action should not be taken without giving the employee an opportunity to explain his/her actions;
 - This is important part of the supervisor's investigation;
 - If the worker gives an explanation, it should be investigated to find out whether what they says is true.

Principles of Disciplinary Action Cont.

❑ Disciplinary Action as a Tool;

- All executives must consider disciplinary action as a tool and not as a weapon;
- They must see reprimands and punishment in the same way as brakes on a car;
- They slow down employees when needed as they act as a preventive but they cannot cure an accident;
- Hence, when a punishment is applied, it should be in the manner of using a tool and not as threatening gesture.

Topic Six: New Concept of Discipline: The Hot Stove Rules

- Douglas McGregor argues that discipline can be applied without generating resentment by what he calls the '**Hot Stove Rule**';
- This rule draws an analogy between touching a hot-stove and undergoing discipline;
- When you touch a hot stove, your punishment is immediate, without warning, consistent and impersonal;
- The person is disciplined not because he is bad but because he has committed a particular act.

New Concept of Discipline: The Hot Stove Rules Cont.

- There are four principles involved in the Hot-stove rule of discipline;
 - *The Burn is Immediate;*
 - *There was advance warning;*
 - *The discipline is consistent and anyone who touches the stove is burnt;*
 - *The discipline is impersonal – a person is burnt not because of who he/she is but because they touch the stove*
- The discipline is directed against the act, and not against the person

Assignment

- Discipline is the key to achieving organizational goals. Discuss.
- What are the objectives of discipline?
- What steps should be followed by the management of organization in taking disciplinary action? Explain