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AN EMPIRICAL STUDY ON EMPLOYEE DISCIPLINE IN ANDHRA PRADESH SOUTHERN POWER DISTRIBUTION COMPANY LIMITED, PRAKSASM DISTRICT

B Padmaja^{1*} and N Venkateswara Rao¹

*Corresponding Author: **B Padmaja** ✉ padmajabathula@rediffmail.com

Industrial peace or harmony in a country is an important pre-requisite for its industrial development. It implies the existence of harmonious industrial relations between the management and workers. Discipline is very essential for a healthy industrial atmosphere and the achievement of organizational goals. Industrial discipline has its roots in individual dignity need for recognition from others, a basic desire for security and a responsive horizontal and vertical relationship in the organization. Formal rules and informal rules and regulations govern the relationship of a manager and workers in an organization. Until human nature attains greater perfection, the fullest measure of individual freedom of action can be realized only within the frame work of an expressed discipline. This paper is to study the employee discipline practices and employee relations in APSPDCL and to provide some suggestions based on the findings.

Keywords: APSPDCL, Employee relations, Industrial discipline, Formal rules and regulations

INTRODUCTION

The power sector in India is huge and derives its power from diverse sources like hydro power, solar power, biogas power, thermal power, etc. The electricity industry is undergoing transformation through paradigm changes in government policies, economic environment and consumer awareness. Unlike the past, electricity generation, transmission and distribution are now considered as commercial activities. Electricity

took a back seat in the development in the world, in particularly in Andhra Pradesh. APSEB was formed in 1959 under the provisions of Electricity (Supply) Act, 1948. The board has been responsible for power Generation, Transmission, and Distribution for the overall development of the power sector in Andhra Pradesh. APSPDCL was formed in April 1, 2000 to serve Krishna, Guntur, Prakasam, Nellore, Chittoor and Kadapa districts with a vision to 'become an efficient utility

¹ Department of Commerce & Business Administration, ANU Ongole Campus, Ongole.

supplying reliable and quality power, promoting economic development and being self-reliant commercially'.

Employee discipline is the force that prompts individuals or groups to observe rules, regulations, standards and procedures necessary for an organization. The promotion and maintenance of employee discipline is essential if organized group of action is to be effective or productive-whether the group is a club, a society, a union, a company, a business, an industrial concern or a nation. An acceptable performance from subordinates in an organization depends on their willingness to carry out instructions and the orders of their supervisors, to abide by the rules of conduct, and maintain satisfactory standards of work. Therefore, discipline means securing consistent behavior in accordance with the accepted norms of behavior, discipline is essential in every aspect of life, it is equally essential in industrial undertakings. The concept of discipline emerges in work situations from the interaction of manager and workers in an organization.

IMPORTANCE OF DISCIPLINE

Discipline is essential for the smooth running of an organization and for the maintenance of industrial peace which is the very foundation of industrial democracy. In order to ensure that discipline is properly maintained, it is essential to have supervisors who have the requisite skills and leadership qualities. The success of any rules of discipline depends on the existence of high degree of co-operation between the employers and the employees; on faith and belief in one another's motives; on the fulfillment of mutual obligations; on the management's enlightened attitude toward its employees and its overall

efficiency; and on the good sense of the workers trade unions.

SCOPE OF THE STUDY

The present study has been taken up in the Andhra Pradesh Southern Power Distribution Company Limited (APSPDCL). Studies on employee discipline in the power sector are rare and few studies have been conducted so far. Studies of their kind certainly rekindle enthusiasm and spirit of the employees working in the sample divisions in Prakasam District as the suggestive measures forwarded by the researcher certainly assist the respective divisions and management of the APSPDCL to take pragmatic decision in employees forever.

OBJECTIVES OF THE STUDY

1. To study the employee discipline with reference to APSPDCL, Prakasam District.
2. To study the employee relations with sound discipline measures.

DATA BASE AND METHODOLOGY

Both primary and secondary data have been exclusively used for the study. Primary data have been collected from the sample employees in the respective division by campaigning a structured questionnaire. The secondary data have been collected from the sources of Journals like *Management Review*, *Journal of Organizational Behaviour*, *Indian Journal of Industrial Relations*, *Vikalpa*, *Personnel*, *Decision*, etc., and from the records of the Offices of APSPDCL Ongole and Markapur divisions.

DATA ANALYSIS

Table 1 shows that majority of 32.38% of

Table 1: Perceptions of Rules and Regulations

(figures in numbers)

S.No	Choice of Response	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Strongly Agree	14	10.77	34	32.38
2	Agree	50	38.46	38	36.19
3	Neutral	44	33.85	14	13.33
4	Disagree	14	10.77	14	13.33
5	Strongly Disagree	8	6.15	5	4.76
	Total	130	100	105	100

Note: Chi-square Value = 23.79** df = 4 Table Value = 13.3.

Engineers and Operation and Maintenance Staff of Markapur division strongly agree to say that the supervisor follows the rules and regulations scrupulously against a meagre 10.77% of Ongole division. In Markapur division, only 5 respondents (4.76%) strongly disagree against 8 respondents (6.15%) in Ongole division for the perception of rules and regulations.

Table 2 shows that majority of 32.85% of Engineers and Operation and Maintenance Staff of Ongole division agree to say that rewards for best performance against a meagre 20% of Markapur division. 36 respondents (27.69%) of Ongole division are strongly agree for rewards are necessary for best performance. But in Markapur division, only 15 respondents (14.25%) responds strongly agree to say that rewards for best performance.

Table 3 shows that 32.31% of Engineers and Operation and Maintenance staff of Ongole division strongly agree that they were satisfied for the perception of management approach against 15.24% of Markapur division. A maximum number of respondents i.e. 36.93% of Ongole

division are agree to say perception of management approach.

Table 4 shows that majority of 33.85% of Engineers and Operation and Maintenance staff of Ongole division strongly agree that the company had communicated goals and strategies to employees against a lower 15.24% of Markapur division. 26.67% of Markapur division agree to say that company communicated goals and strategies for the employees against 32 respondents (24.62%) of Ongole division. Only 8 respondents in Ongole division (6.14%), 23 respondents (21.91%) in Markapur division strongly disagree the goals and strategies of company communicated to employees.

Table 5 shows that majority of 36.15% of Engineers and Operation and Maintenance staff of Ongole division strongly agree that the company provided challenging assignments to employees as compared to lower 19.05% of Markapur division and 30% (39 respondents) of Ongole division agrees to the statement as compared 22.86% (24 respondents) of Markapur division.

Table 2: Rewards for best Performance
(figures in numbers)

S.No	Choice of Response	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Strongly Agree	36	27.69	15	14.29
2	Agree	44	33.85	21	20
3	Neutral	20	15.39	33	31.43
4	Disagree	22	16.92	22	20.95
5	Strongly Disagree	8	6.15	14	13.33
	Total	130	100	105	100

Note: Chi-square Value = 19.17** df = 4 Table Value = 13.3.

Table 3: Perception on Management Approach
(figures in numbers)

S.No	Choice of Response	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Strongly Agree	42	32.31	16	15.24
2	Agree	48	36.93	20	19.05
3	Neutral	24	18.46	21	20
4	Disagree	8	6.15	27	25.71
5	Strongly Disagree	8	6.15	21	20
	Total	130	100	105	100

Note: Chi-square Value = 37.29** df = 4 Table Value = 13.3.

Table 6 shows that 33.84% of Engineers and Operation and Maintenance Staff of Ongole division strongly agree that they involve in decision making at work place against 23.81% of Markapur division. Only 6 respondents (4.62%) in Ongole division, 10 respondents (9.52%) of Markapur division strongly disagree that their involvement is nothing at work place.

SUGGESTIONS

1. The management need to take timely feedback

from the employees to provide accurate feedback to the employees within the given timeframe so as to improve the employee’s behavior and effectiveness.

2. The top management may provide adequate support to the next level employees to handle disputes.
3. The concerned managers may be provided with adequate training to handle the disciplinary problems, to have proper emotional balance

Table 4: Goals and Strategies of Company Communicated to Employees

(figures in numbers)

S.No	Choice of Response	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Strongly Agree	44	33.85	16	15.24
2	Agree	32	24.62	28	26.67
3	Neutral	30	23.08	24	22.85
4	Disagree	16	12.31	14	13.33
5	Strongly Disagree	8	6.14	23	21.91
	Total	130	100	105	100

Note: Chi-square Value = 18.95** df = 4 Table Value = 13.3.

Table 5: Challenging Assignments are Provided to Employees by Company

(figures in numbers)

S.No	Choice of Response	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Strongly Agree	47	36.15	20	19.05
2	Agree	39	30	24	22.86
3	Neutral	27	20.77	17	16.19
4	Disagree	7	5.39	19	18.09
5	Strongly Disagree	10	7.69	25	23.81
	Total	130	100	105	100

Note: Chi-square Value = 26.33** df = 4 Table Value = 13.3.

Table 6: Involvement in Decision Making at Work Place

(figures in numbers)

S.No	Choice of Response	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Strongly Agree	44	33.84	25	23.81
2	Agree	40	30.77	51	48.57
3	Neutral	32	24.62	16	15.24
4	Disagree	8	6.15	3	2.86
5	Strongly Disagree	6	4.62	10	9.52
	Total	130	100	105	100

Note: Chi-square Value = 1.65** df = 4 Table Value = 13.3.

to take disciplinary action against an employees' who is violating the rules in the organization.

CONCLUSION

The effectiveness of the employees discipline can be achieved to the fullest extent by successful implementation of grievance handling under a collective bargaining agreement and vicious cycle of discipline and have a code of conduct and code of discipline in the organization. The ultimate success and survival of an organization will invariably be determined by the quality and competence of its human resources, the code of discipline definitely improves moral level of employees' and makes them more responsible and increased quality and productivity of work by encourages more creativity, new innovative techniques and ideas from employees.

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Hyderabad, INDIA. Ph: +91-09441351700, 09059645577

E-mail: editorijmrbs@gmail.com or editor@ijmrbs.com

Website: www.ijmrbs.com

