

ASSESSMENT ON THE DISCIPLINARY MANAGEMENT ON EMPLOYEE PERFORMANCE IN LOTUS HOSPITALS FOR WOMEN & CHILDREN, VISAKHAPATNAM

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Abstract: *The distinguished styles of the management replicates the way that the disciplinary actions are taken place and the service sector such as hospitals impose more of such actions since the practices being maintained in this sector is highly sensitive and diligent. As the objective of analysing the disciplinary actions in Lotus Hospitals for Women & Children, Visakhapatnam, the study with the method mix of descriptive design, mixed approach, collection of primary and secondary data and descriptive statistics has been carried out. The results gained have been analysed and offered specific suggestions at the standpoint of implementing disciplinary actions in the company.*

Keywords: Hospital sector, Disciplinary actions, Lotus Hospitals, Employee engagement

I. INTRODUCTION

Discipline is very essential in life. In an industry big or small, manpower is the most important factor which can be used effectively only if there is discipline in the industry it can be brought about by fear or punitive. A man may work under compulsion but he will constantly begin conflict with fix natural goals and interest and this may disturb the social relations in the work group. So, in order to bring about discipline there should be good relationship between employer and employees the interest of workers should also be the highlighted. The term discipline and does not mean a strict and Technical objection of rigid rules and regulations. It simply means working co-operating and behaving in a normal and ordinary way as, any responsible person would expert and employee to be to do.

To ensure that an organization runs smoothly there must be staff discipline. However, an autocratic management style is not acceptable today. So, this is a difficult task. No longer will workers tolerate finds or similar pecuniary penalties see a debenture from acceptable behaviour.

However there most the rules of behaviour for staff which must be accepted by workers

particularly in the area of punctuality and absence. It follows there, before that a code of discipline must be drawn up and agreed with the workers, and written into service contracts. New recruits must be made aware of the code and the requirement for them to Comply.

This surest way to achieve matinee good stuff discipline is to ensure a high moral, which is after all, on of the marks of good management. Discipline is agitated with setting stands of performance, attitude and behaviour at workplace in the interest of ensure that everyone knows what is exported of him and the conforms to them.

It the approach taken is both positive and understood by all agitated it follows that such problems are kept into a minimum. Any organization is allowed & expected to set his own standard and this will be reflected both in the nature of the works itself and also in regard to the Expectations of customers.

Human Resources refers to the knowledge, skills, creative abilities talents aptitude values and beliefs of an organization work force in ascendance with the changing requirements a groups organization and society. Human resources development improves the utilization value of an organization

which can develop, change and excel if they possess developed human resource. Through this study an attempt will be made to study the actions that are to be taken in the disciplinary measures that are implemented in Lotus Hospital for Women & Children.

The study will use the exploratory methods to describe the views of the Employees about the Disciplinary practices at Lotus Hospital for Women & Children, Visakhapatnam. The Reaction will be measured primarily through Interviews and Document reviews. All the factors of in disciplinary actions like Misconduct, Unexcused absence, Leaving without Permission were taken into consideration for the present study. Also, various Disciplinary Procedures which were implemented at Hospitals were discussed and the Disciplinary procedures at Lotus Hospitals for Women and Children in particular. These had provided me the better scope to continue my study.

II. OBJECTIVES OF THE STUDY:

The objectives of the study is

1. To know the actual implementation of the Disciplinary actions that takes place in general and some other aspects such as awareness of workers, effectiveness in particular in Lotus Hospital for Women & Children, Visakhapatnam
2. To evaluate various disciplinary actions carried by the corporation to their employees and opinions of the employees on various aspects.

III. METHODOLOGY

The study design of this research is a mixture of descriptive and exploratory cross-sectional research type. The design was selected because it allowed analysis on Disciplinary actions as stated above for Lotus Hospital for Women & Children, Visakhapatnam

In order to achieve the objectives of this study, the researcher followed the mixed approach of qualitative and quantitative through focus group discussion through Zoom app and survey questionnaires through survey respectively.

The population of the study covers the firms who are presently working as employees on rolls at Lotus Hospital for Women & Children,

Visakhapatnam. Sample size is determined by using the formula population proportion when the population is known as 200, but the primary data collection has had some challenges to contact the determined size due to Covid pandemic, the researcher received from only 76 respondents, so the technique had to be used for the study was a simple random technique.

The major statistical analysis tools used in this study are descriptive analysis and inference analysis. Descriptive statistics were used to describe information about the demographical characteristic's analysis and also the relationships.

IV. LITERATURE REVIEW

To maintain harmonious relations and promote industrial peace, a Code of Discipline has been laid down which applies to both public and private sector enterprises. It specifies various obligations for the management and the workers with the objective of promoting cooperation between their representatives. According to Mafabi (1993), management is the process of working with and through people to accomplish organizational goals. Management deals with the establishment of rules and regulations as well as planning activities that aim at fulfilling the objectives of a particular organization. Rules are suggested or self-imposed guides for a scientific communication for conduct or action or an accepted procedure and custom. Rules or standards of behaviour can be defined as the shared expectations of a group of people. These include what the group regards as a socially acceptable pattern of behaviour expected of every individual in the group (Banda, 2004). Ideally, Organizations set rules and regulations for the proper governing of the various lifestyles of employees containing the dos and don'ts (Okumbe, 1998). Regulations on the other hand are authoritative orders with a course of law intended to promote order and efficiency in an organization. Mullins and Peacock (1991), also concurred with Okumbe (1998), and argued that effective organizations determine sound inclusive practices, which assimilates emphasizing rules and regulations, collaborative leadership and their good practice. The Organization rules and regulations therefore

prescribe the standard of behaviour expected of the all employees. However, these researchers did not say anything on the effect of organization rules and regulations on employees' performance and thus a need for this study.

According to Adams (2003), Organization rules and regulation are among the expedients designed to install good conduct of employees just like students in a school. This implies self-stewardship, orderliness, good behaviour and obedience to organization authority (Adams, 2003). Also on employment, employees are given prospectuses, which spell out some of the expectations (Adams, 2003). These rules and regulations specify in most cases what new staff should do and what they should not do. Despite this expectation, in most cases in Turkana County, staff break these rules and regulations with wide spread indiscipline acts such as absenters from work without permission, taking of alcoholic drinks, and participating in frequent strikes these among others affect employees performance.

Kabandize (2004) carried out a study on employees stewardship through rules and regulations set by individual organizations in Uganda and observed that, rules and regulations are enforced through management, disciplinary committees, supervisors and every one involvement in the process. According to Matsoga (2003), during his study on discipline in Organizations of Botswana, he discovered the wide spread violence and misbehaviour that existed in many organizations. This lack of discipline, which interfered with the normal organization working process, manifested itself in various ways including absenteeism, vandalism, alcohol consumption and substance abuse, truancy, inability or unwillingness to do delegated work by the supervisor. Theft was also identified as a common activity among staffs. However these researchers concentrated on discipline in organizations without studying its consequences on employees' performance, which called for this study.

The question is how the management of organizational rules does and regulations by management affect employees performance? A critical analysis of the above studies did not

provide a clear answer. Much as the researchers had studied the way organizations rules and regulations stewardship the employees' behaviour in organizations, a gap clinged undiscovered on how the administration of rules and regulations affect employee's performance. This study will therefore investigate the existing relationship between the administration of organization rules and regulations by management and employees performance.

Discipline should be imposed without generating resentment. McGregor propounded the "red hot stove rule" which says that a sound and effective disciplinary system in an organization should be immediate, consistent, impersonal, prior warning and notice acquaintance or knowledge of rules-timely action-fair and just action, positive approach. Top management needs to establish the service quality policy and charter that ensures that service quality objectives and complaints handling objectives are prominent, conduct management reviews, and ensure the availability of resources (Pheng& Jasmine, 2004). According to Ruzevicius (2005), top management is required to review the organization's management systems for service quality, charter and complaints handling at planned intervals to ensure their continuing suitability, adequacy, efficiency and effectiveness. This review shall include assessing opportunities for improvement and the need for changes, including the service quality policy and objectives (Grönroos, 2000).

The input to management review assimilates information on a follow-up actions from previous reviews, results of audit, customer feedback including results of customer satisfaction surveys, changing customer requirements, feedback from other stakeholders, extent to which objectives are achieved, status of preventive/corrective actions, review of processes performance, and recommendations for improvement.

Quality leadership by top management has been emphasized and supported by many researchers as the basis for proper quality management in order to achieve customer satisfaction, quality product, continuous

improvement and job satisfaction (Cascio, 1998). Many organizations have fail because of the reluctance of top management in delegating some authorities and empower employees (Gomez-Mejia, 2010). This is a very crucial aspect because if the managers are committed in empowering the employees, the employees will be responsible for the quality of their work and this will go a long way to enhance continuous improvement. Top management should determine empowerment by allowing its managers to take full responsibility and make decisions (Pheng& Jasmine, 2004).

Organizations need to attract new employees who will contribute to the organization through their abilities and values (Armstrong, 2006). Organizations require the service providers to have two complementary capacities: service competencies and service inclination. Parasuraman, Zeithaml and Berry (1985) state that service competencies are the skills and knowledge necessary to do the job. In many cases, job applicants validate competencies, such as attaining the particular degrees and relevant professional qualifications (Parasuraman et al., 1985).

While disciplining an employee, it is always important to make sure that the disciplinary action meted out to the offender is always commensurate to the offence committed. Like earlier said too, it is important to mete out the same punishment to the same category of offenders. Another important thing in punishing offenders is that the person must be given the opportunity to be heard. He must explain reasons for his action before a decision is taken against him. Certain mild offences should also be punished with mild penalties; According to Treasury board of Canada Secretariat guidelines on Discipline (2011) outlined some measures; oral warning; written warning; loss of entitlement; suspension; demotion; termination of appointment and dismissal.

Both sides of the consequences on the application of discipline are reported by Atwater, Waldman, Carey and Cartier (2001) in their qualitative study: Recipient and observer reactions to discipline: are managers

experiencing wishful thinking. Even though scholarly evidence indicates that discipline and punishment are unfortunate facts of organizational few conclusions have been drawn about the consequences of punishment or the relationship between punishment and outcomes (Jac& Davidson, 2001). Atwater et al build on a study by Bahemuka (1998). The Bahemuka study that was based on managerial perspective on punishment. In the presented results the authors indicate that both recipients and observers believed that punishment can have positive outcomes.

The negative consequences of the application of discipline and or punishment were reported by Chelliah (2010). He presents his findings in: Power Sharing in Progressive Discipline: New Rules of Engagement Arising from an Australian Perspective. He views progressive discipline as a form of managerial power, which ultimately results in domination of the worker. Chelliah found that the application of progressive discipline on employees is particularly concentrated around industry and occupational class workers. These workers are more susceptible to disciplining by employers. Chelliah argues that an unequal power balance exists between employee and employer in the progressive discipline system because progressive discipline follows the traditional 'power over' model. Chelliah however does not completely discard the use of disciplinary measures.

Up to now the review was concentrated on the consequences of the application of disciplinary measures on the shoulders on the worker. Vard (2001) however took a different approach. He examined the relationship between perceived organizational climate and misbehaviour at work in an Israeli Metal Production Plant. The findings were publicized in: The Consequences of Organizational and Ethical Climates on Misconduct at Work. The author builds on research by Bateman and Zeithaml (1990) who states two major types of antecedents of misbehaviour at work: Individual factors (e.g., dissatisfaction, personality, moral development) and organizational factors(e.g., goals, climate and stewardship systems).

Vard concurs with others researchers that individual behaviour is strongly influenced by the organization's value system. The author found that a significant negative relationship between Organizational Climate and behaviour and between the Organizational Climate dimensions (Warmth and Support, and Reward), and misbehaviour. His investigation supports the theoretical supposition that climate has both a positive and a negative effect on the behaviour of the workforce. After a keen scrutiny of discipline definition by other researchers the author concurs with them and gives its own definition of discipline as a systematic way of conducting the business by the organizational members who strictly adhere to the essential rules and regulations. These employees/organizational members work together as a team so as to achieve organizational mission as well as vision and they truly understand that the individual and group aims and desires must be matched so as to ensure organizational success.

An organization consists of people who perform actions that should be in sync with the strategic goals of the organization. In theory, if the people within the organization are performing optimally based on the organizational goals, the organization should be a successful one. In theory and in practice, it is essential that employee performance be optimized to ensure organizational success. Research findings have prominent that improved workplace performance and business results, if they occur, are caused not just by training, but also by a myriad of other organizational influences, which are beyond the stewardship of trainers: for example line manager behaviour, remuneration and incentive systems, hiring practices, work environment, tools and equipment and a host of other aspects of the culture that influence workplace performance and business results (Monappa, 2008).

Improved performance requires the effective management of continuous development addressing the core competencies of the organization and the capabilities of individuals and teams (Monappa, 2008). Besides, management can set performance dimensions

when hiring an employee, during his/ her performance review, during strategic planning or at the start of a new project (Bruce & Pepitone, 1999). It is crucial that employees know what is expected of them, their role as part of the group and the organization, what is considered unacceptable performance and what they have to do to reach the management's standard of performance (Rothwell, 1999). Contemporary trends in human resource management show that within the dimension of skills and abilities, there are several criteria which may be adapted depending on the nature of work assignments (Mathis & Jackson, 1994).

V. ANALYSIS AND INTERPRETATION

1. For the disciplinary action form that is used consistently for any type of disciplinary write up from a warning to a termination, 57.90% responded positively and 42.10% of respondents opted negative.
2. Opinion on disciplinary actions on employees has been responded as 42.10% of felt De-motivating Employees, 32.90% opted Transform Employees and 25% of respondents felt that it has no impact.
3. With respect to the disciplinary action on performance of employee helping people set and achieve meaningful goals, 65.78% responded positively and 34.22% responded negative.
4. Assumptions on disciplinary actions making some changes on performance of employees is concerned, 60.52% of respondents assumed positive and 39.48% of respondents opted negative.
5. As far as the Employee Performance in the organization is related to which of the following, 10.52% of respondents opted Relation of Employees and Superiors, 63.16% of respondents opted Pay

- Scale, 13.16% of respondents opted Organizational Culture and 13.16% of respondents opted Motivation.
6. In agreement with the company arranging follow up disciplinary meetings, 65.79% of respondents Strongly Agreed, 9.21% of respondents Strongly Disagreed, 13.15% of respondents Agreed, 11.85% of respondents Disagreed.
 7. For the query that the right job is being performed by the deserved person at working environment, 67.10% of respondents opted Strongly Agree, 19.74% of respondents opted Agree, 6.58% of respondents opted Disagree and 6.58% of respondents opted Strongly Disagree.
 8. As to rate the HR Department's performance the response for the statement shows that 0.06% of respondents opted Good, 14.47% of respondents opted Average, and 14.47% of respondents opted Poor.
 9. With regards to the experience of working in the company 5.27% are with 1yr, 6.58% are with 1 to 2yrs, 13.15% are with 3 to 4yrs and 75% are with More than 4yrs.
 10. Awareness of all the necessary disciplinary actions followed by the organization has shown that 78.95% of respondents opted Strongly Agree, 10.53% of respondents opted Agree, 5.26% of respondents opted Disagree, 5.26% of respondents opted Strongly Disagree.
 11. At the standpoint of the domains being functioned in your organization 72.37% of respondents opted yes, 27.63% of respondents opted no.
 12. In order to know the opinion on the facilities of training and development provided by the company, 64.67% of respondents opted Strongly Agree, 14.47% of respondents opted Agree, 11.84% of respondents opted Disagree, 9.22% of respondents opted Strongly Disagree.
 13. With respect to the opportunity to provide additional information or a rebuttal of the disciplinary action, 59.22% of respondents opined positive and, 40.78% of respondents opted negative.
 14. As far as the reasons behind applying leaves, 77.63% of respondents opted Sickness, 9.22% of respondents opted Lack of Interest in Job, 13.15% of respondents opted Poor Working Conditions.
 15. With regard to the maintenance of the written discipline policy records, 78.95% of respondents opted yes, 21.05% of respondents opted no.

VI. SUGGESTIONS

It is not surprise that, delay is common in disciplinary action measures and that too in the Lotus hospital it is not a big issue to discuss. Still the esteemed organization may initiate steps to speed up the decision making process to render remedies fast.

- Give the good awareness about the Disciplinary management that are to be implemented in the Lotus hospital.
- To give the good guidance in the Disciplinary actions to the workers in the Lotus hospital.
- Get the proper feedback after give the Disciplinary actions to the workers in the hospital.
- Most of the employees and workers are feel for the first time and some period that they feel that they are in the right place and the right position what they work.
- The HR department of the Lotus hospital takes a good response and the performance is moderate

while recruiting the workers in the Lotus hospital

- To give and maintain the good and well manner of the disciplinary actions those are to be implemented in the hospital.
- The Lotus hospital had to allocate the right position to the deserving candidate.
- More innovative techniques to increase the disciplinary actions that are to be implement in the Lotus hospital.
- Most of the employees and workers are shift their job after some time due to the working conditions and some moderate facilities in the Lotus hospital.
- Temporary work relief can be provided to the workers to reduce the leaves to the hospital and also affecting the productivity of the Lotus hospital.

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