



“A CONCEPTUAL FRAMEWORK OF Mc GREGOR’S RED HOT STOVE RULE”

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ABSTRACT:

Discipline means the respect and outward behaviour shown by employees towards employer. It may be of two types such self- imposed discipline and command discipline. Self-imposed discipline derived within self. Command discipline means employees will be controlled and regulated by employer. In absence of discipline, there will be chaos, confusion, corruption and disobedience in an organization. Indiscipline will be corrected by giving punishments. According to Douglas Mc Gregor Red-hot stove rule, how to impose disciplinary action without generating resentment. The theme of this rule is that when you touch a hot stove, your discipline is immediate, with warning, consistent, and impersonal.

The primary objective of the present study is that to know the specific behaviour and actions of the employees at work place and also to assess the culture of accountability and respect in the company. The data was collected from secondary data. The researcher recommended that every company's purpose is to have its personnel follow the defined procedure in order to achieve their objectives. Therefore,

enforcement of disciplinary measures will enhance organizational growth and its effects reduced to the barest minimum.

KEYWORDS: Discipline, Red hot stove rule, Punishment, Warning, Impersonal, Consistent.

OBJECTIVES OF THE STUDY

1. To know the specific behaviour or actions of the employees.
2. To assess the culture of accountability and respect in the company.
3. To know the clearcut expectations from the employees in their performance.
4. To study the conflict resolution in a fair and respectable manner.

NEED OF THE STUDY

The need of the study is to know about the mistakes and indiscipline activities committed by the employees in their work place. The study further dealt about the grievance or conflict resolutions, different behaviours of workers and how their indiscipline actions impact the employee performance and how these affects to achieve organisational goals. It was concluded that, maintaining harmonious relationship is very much important for the organisation success so, it can be achieved by following rules, regulations, norms and procedures if any of these are violated by employees that can be treated as misconduct and the relevant punishments will be given to them according to red hot stove rule.

SCOPE OF THE STUDY

Behind every successful manager there lies a hidden support of their subordinates. Sometimes it is very essential to take disciplinary action against the mistaken employee in order to correct them those actions might create despise among workers towards company. This will raise a question of how to implement disciplinary actions on workers without hurting their feelings against company. Here comes the principle developed by Douglas Mc. Gregor popularly known as “Red Hot Stove”. This principle explains the relation of hot stove and how it subjected to punishment. The scope of the study briefs the principle in relation with hot stove and punishment imposed on dishonest worker.

RESEARCH METHODOLOGY

The present study is on the basis of theoretical model and measures of the fairness of disciplinary procedures. The measure of fairness of disciplinary procedures could be used as an important tool to manage discipline in organisations.

THEORETICAL FRAMEWORK

The hot stove rule of Douglas Mc Gregor gives aa good illustration of how to impose disciplinary action without generating resentment this rule draws an analogy between touching a hot stove, and undergoing discipline. When you touch a hot stove, your discipline is immediate, with warning, consistent, and impersonal.

There are four characteristics according to Mc Gregor has applied to discipline self-serving and may be explained as follows:

1. When you touch the hot stove, you burn your hand. The burn was immediate. The discipline was directed against the act not against anybody else. You get angry with yourself, but you know it was your fault. But you get angry with the hot stove too, but not for long as you know it was not its fault. You learn your lesson quickly.
2. You had warning as you knew the stove red hot and knew what would happen to you if you touched it. you knew the rules and regulations previously issued to you by the company prescribing the penalty for the violation of any particular rule so you cannot claim you weren't given a previous warning.
3. The discipline was consistent. every time you touch the hot stove you get burned. Consistency in the administration of disciplinary action is essential. Excessive leniency as well as too much harshness creates not only dissatisfaction but also resentment.
4. The discipline was impersonal whoever touches the hot stove gets burned, no matter who he is. Furthermore, he gets burned not because of who he is, because he touched the hot stove. The discipline is directed against the act, not against the person. After disciplinary action has been applied, the supervisor should take the normal attitude towards the employee.

In applying this hot stove rule in disciplinary action there must be a company policies, rules and regulations regarding certain behaviour and conduct which were issued and clearly explained to the employees accepted by them for compliance. The steps that should be followed are:

1. **Immediate investigation** of the offense must be done to determine the facts. If the company is unionized, the investigation must be conducted in the as follows: presence of the union steward or one of the representatives of the union. Promptness is necessary in order that the employee will associate the investigation with the offense rather than with his person.
2. **Previous warning.** In labour relations, it is important that the company policies, rules and regulations be issued to and explained to all employees upon in- duction as part of the orientation program. This should be done by the supervisor with the help of the personnel department. In addition, whenever new policies, rules and regulations are promulgated, they must be posted in the company's bulletin board, circulated, and explained to the employees by the supervisor. It is a good practice to have the employees acknowledge receipt of a copy of the said rule or policy so they could not deny knowledge of the rules.

In some companies, the rules and regulations provide "progressive discipline" whereby penalties are graduated depending upon the gravity and frequency of the violation.

3. **Consistency** in the administration of disciplinary action is highly essential so that employees will know what to expect as a consequence of an infraction or violation of the rule or regulation.

4. **Disciplinary action must be impersonal.** It should be directed against the act, not the person. It should be institutional, that is, for the protection and interest of the entire organization and for all employees, and not done to satisfy the personal whim and caprice of the supervisors

FINDINGS

1. It is found that the code of discipline shows impact on the performance of the employees to a very great extent.
2. This study finds that support for learning of the code of discipline is not that much effective in the organizations.
3. This study finds that consultation or negotiation, communication is necessary for the effective maintenance of discipline in the organization.
4. Managers and supervisors are accountable for the productive behaviour of the employees.
5. The present study found that disciplinary policy is important in bringing harmony organisation, the government should seek to address the pertinent issues like complex disciplinary regime that has impeded employee performance in the country.

RECOMMENDATIONS

- Management must put strong industrial democracy into place so that workers may voice their concerns, which will cut down on acts of indiscipline.
- Treating subordinates with the highest respect is one way for managers to prevent employee discontent.
- The managers will be better able to deal with the issue when it arises thanks to the training of those involved in the disciplinary procedure.
- Management must make use of technology for human resources that enables employees to access and download the employee handbook.
- Employees should be able to communicate with peers, managers, and the HR department through an easy-to-use HR portal.
- Questions from staff members should be able to be posted on the company intranet portal.

CONCLUSION

Employee discipline is the anticipated, orderly behaviour of an employee. Individuals or groups are discouraged from acting in ways that are harmful to the achievement of organisational growth by the force or fear of a force.

Every organisation aims to guarantee that employee behaviour is in line with the established system in order to achieve its organisational goals. In a word, discipline refers to a worker's ordered and expected behaviour. Employees with good discipline are individuals who are motivated to adhere to company policies and supervisory instructions.

Any action that is inconsistent with upholding the stated and implied terms of employment, that is directly related to the general relationship between the employer and the employee, that has a direct bearing on the happiness or comfort of men at work, or that materially affects the smooth and effective operation of the organisation in question is considered misconduct.

The goal of every business is to have its employees follow the established method in order to accomplish their goals. As a result, enforcing disciplinary measures will promote organisational growth and minimise their negative impacts.

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