

Disciplinary procedure of readymade garments in Bangladesh: A case study of fakir group of companies limited

Mohamad Ashrafur Rashid¹
Mohammad Mamun Ur Rashid²

Abstract

The Bangladeshi economy depends heavily on the ready-made garment (RMG) sector for export revenue, job creation, poverty reduction, and women's empowerment. The control and modification of human behavior to achieve a regulated performance is discipline. The primary goal of this study is to examine the disciplinary process for textile workers within the framework of a single garment company in Bangladesh. The current research is a case study, a descriptive and inferential study that uses both qualitative and quantitative data. The sample size, which includes workers, managers, supervisors, and concerned departmental executives of the studied clothing company, was determined by randomly selecting 30 personnel. Data were presented using tables and analyzed in a descriptive form. The studied organization has specific written disciplinary rules and regulations covering different related sections of the Bangladesh Labor Code 2006. It follows all standard disciplinary actions like oral warnings, written warnings, suspension, retrenchment, demotion, pay cut, and dismissal. The organization is rigorous in implementing its disciplinary rules, but there is still some lack of awareness among the workers about organizational discipline. It is recommended that disciplinary actions must be well-structured for every type of job and should also be appropriately applied. Management has to take practical steps to ensure all employees participate in the well-behaved discipline to ensure the organization's and individuals' growth and prosperity.

Keywords: Discipline, Disciplinary Procedure, Ready-made Garment.

1. Introduction

Bangladesh's top export earner, the ready-made garment (RMG) business, has contributed significantly to the nation's economic recovery. 81% of the nation's export revenue comes from this industry (BGMEA, 2016). One of Bangladesh's key industries is the ready-made garment (RMG) sector. It contributed over 75% of foreign exchange revenues, 4.2 million direct jobs, and 16% of GDP in the 2013–14 fiscal year. Bangladesh has established a solid reputation over the last 20 years, beginning in the early 1980s, based on affordable labor and investment incentives, production capacity, and sufficient quality levels, particularly in the value and mid-market price point segments (BKMEA, 2016).

According to Decenzo (2010), discipline is the state in which workers behave in a way that complies with the organization's policies and expectations for appropriate conduct. In the early 1900s, the idea of employee discipline was introduced. During that time, renowned French management theorist Henri Fayol put forth the 14 principles necessary for efficient management. One of those values was discipline. According to Fayol, discipline makes an organization function properly in obedience and respect (Kreitner, 2009). The

¹Assistant Professor of Human Resource Management, Department of Business Administration, Bangladesh Islami University, Dhaka, rashidmashraf@gmail.com

²Assistant Professor of Management, Department of Business Administration, Manarat International University, Dhaka-1212

concepts, regulations, and actions that should be followed in specific situations are outlined in an organization's disciplinary procedure, which should be in writing and easily accessible to all employees (Knight and Ukpere, 2014).

Considering the importance of employees' discipline and disciplinary proceedings, the present study has been conducted on the disciplinary procedure of a studied ready-made garment (RMG) organization, Fakir Group of Companies Limited. The sample organization is a member of RMG in Bangladesh, established with advanced technology, the latest computerized machinery, and expert technicians for knit concern production with nearly five thousand employees. It has ten sister concerns for ensuring quality & trying to stay in a leading position in the garments industry.

2. Statement of the problem

Discipline motivates workers to act responsibly, which entails following rules and guidelines. When a worker breaks a rule, discipline is required. Apart from the fact that it is morally right, there are other reasons why proper disciplinary procedures are crucial (Dessler, 2010). So, ensuring discipline within an organization is very important for employees and the organization to maintain the appropriate working environment and provide smoothness and production quality. In this regard, it is necessary to know the answer to the following specific questions:

- What is the present scenario of the disciplinary procedure and its practices in the ready-made garment industry in Bangladesh?
- Are there any problems in practicing the disciplinary procedure of the ready-made garment industry in Bangladesh?
- Are the ready-made garment industries in Bangladesh following the Labor Act 2006 practicing disciplinary procedures?

Research is needed to evaluate the disciplinary procedure and practices of Ready-made Garments (RMG) in Bangladesh and find the answers to these questions.

3. Objectives of the study

Follows are the objectives of the present study:

- i. To evaluate the current disciplinary procedure of Fakir Group of Companies Limited;
- ii. To identify the problems of disciplinary procedure of Fakir Group of Companies Limited and
- iii. To recommend the effectiveness of disciplinary procedures and practices of Fakir Group of Companies Limited.

4. Scope and limitations of the study

The study has been conducted on a single ready-made garments organization in Bangladesh. The study area was to disclose the disciplinary proceedings for the garment employees in Bangladesh. Both primary and secondary sources of information have been used in the study. Ten RMG-oriented sister concerns of Fakir Group of Companies Limited had been covered under the present study. The present study has considered all the employees (around five thousand employees in ten sister concern organizations) under disciplinary proceedings. Also, it has been covered whether the garment organization is following the Bangladesh Labor Act 2006 to practice disciplinary proceedings for the employees. However, the current study does not address every aspect of the Bangladesh Labor Act 2006 that the organization under review complies with. The survey was conducted between January and March of 2016.

Though the researcher has been helped by management and employees of the studied garment organization in other ways, there were some uncontrollable limitations. The primary

constraint was the insufficiency of organized information in the respective studied field, which is highly required for the study. The organization could not provide some formatted documents and secondary data for the study. Nondisclosure of confidential information was another constraint. Also, the communication and coordination gap among the different departments was another constraint because of their excessive workload. However, these limitations did not significantly impact the study's quality, reliability, and outcomes, as the other facts have been considered and included very rationally and carefully. So, it can be said that the present study is capable of portraying the actual scenario of the disciplinary proceedings of garment employees in Bangladesh.

5. Methodology of the study

The research design, data collecting, analysis, and presentation are the main topics of this section.

5.1 Research design

The current study is essentially a case study, a type of social research study generally classified as exploratory. The study has a mixed research design, including qualitative and quantitative data. Data have been collected from the office records and documents, which are secondary sources of data. Several studies have justified using secondary data in business research (Cowton, 1998; Belal, 2001). Data were also collected from primary sources.

5.2 Data collection

All the relevant data regarding this study have been collected from secondary sources; primary data sources also have been used to conduct the study. The following is a list of these sources:

Secondary sources of data

Secondary data sources include office records and documents related to employees' disciplinary proceedings; Bangladesh Labor Code-2006; various published documents from BGMEA; various research articles, books, and publications on the studied topic; and different websites.

Primary sources of data

Primary data sources include interviewing 17 Human Resource Department (HRD) employees and 13 managers and workers of different departments of the studied organization; consulting with experts of the respective research fields, personal observation, etc.

5.3 Data processing, analysis and presentation

Microsoft Word and Microsoft Excel spreadsheets were used to process the gathered data. Data have been presented with the help of tables and analyzed by using simple descriptive statistical tools.

6. Review of concepts and literature

This part covers different concepts and issues related to the employees' discipline. The legal framework for the employees' discipline provided in the Bangladesh Labor Code 2006 has also been discussed. According to Decenzo (2010), discipline is the state in which workers behave in a way that complies with the organization's policies and expectations for appropriate conduct. Employees typically discipline themselves by acting under accepted norms because they think it's the right thing to do. Assuming individuals believe these rules or standards are appropriate, they try to meet them after knowing what is expected (Kearney,

2003). In management discipline, the leader is ultimately responsible for everything. A group of people report to someone who instructs them on what they must all do. A group of people can only create a meaningful performance under the guidance of an individual, such as the director of an orchestra or the leader of the community singing in a pantomime. The leader is the key to everything. The quality of team discipline relies on everyone's mutual reliance, which comes from each member's dedication to the overall business; if one fails, it will lead to the failure of the entire organization. This is typically encountered in small working groups, such as a design team or a dancing troupe (Torrington, Hall, Taylor, and Atkinson, 2014).

Discipline aims to motivate workers to act responsibly at work, which entails following rules and guidelines. When an employee breaks a rule, discipline is required. Proper disciplinary procedures are essential for several reasons (beyond the fact that it's the ethical thing to do). One study surveyed 45 published arbitration awards in which tardiness had triggered discipline and/or discharge. When arbitrators overturned employers' decisions, it was usually because the employer had failed to clarify what it meant by tardy. Other issues included an unreasonably harsh punishment and a lack of transparency on the frequency of an employee's tardiness. Unfair disciplinary actions may have unintended consequences. For instance, an unfair disciplinary procedure may trigger retaliatory employee misbehavior. Being perceived as ethical is equally problematic when one's disciplinary actions are unjust. The issue of discipline is not mainly factory-bound. Supervisors are increasingly disciplining employees for improperly using social media and similar gadgets at work (Dessler, 2010).

According to Webster's Dictionary, the original definition of discipline is training that corrects, shapes, strengthens, or perfects. The third meaning is chastisement or punishment, while the second is control obtained by imposing obedience. Discipline is the process of training or shaping behavior through rewards or penalties, combining the first and second definitions. The third interpretation is more limited since it solely refers to the punishment of wrongdoers. Other definitions that specifically relate to organizational life exist besides these general ones. For instance, according to Dessler (2001), discipline is a process that corrects or punishes a subordinate for breaking a rule or procedure. In an organization, discipline should be seen as a state in which staff members are aware of their responsibilities about the organization's standards, regulations, and rules and the repercussions for breaking them. Byars and Rue, 1996. Discipline refers to ensuring consistent behavior in keeping with the recognized standards of behavior, which are crucial in all facets of life. It is equally essential for industrial projects. Discipline, to put it simply, is order. It suggests that workers' behavior is free of disorder, irregularity, and confusion.

Employees who follow the guidelines receive recognition, security, and frequent promotions. Those who cannot stay in line or measure up to performance standards are penalized so that they can learn what acceptable performance and behavior are. Most employees recognize this system as a legitimate way to preserve order and safety and to keep everyone working towards the same organizational goals and standards. Self-discipline is the best discipline for the majority of employees. Most of the time, both management and the individual employee are to blame for the necessity of applying fines. A study on disciplinary procedures and industrial discipline in Bangladeshi industry was carried out by Hasina and Islam (2015). The study aimed to raise awareness of the discrepancy between current legislation and actual situations regarding industrial discipline and the disciplinary procedures system in the Bangladeshi industry. However, this gap has been filled by judicial rulings that address all facets of industry disciplinary actions. The study concluded that a domestic investigation is primarily founded on the natural justice and procedural standards established

by numerous Apex Court rulings. These serve as guiding principles for disciplinary action in industrial concerns.

7. Analysis of the study

Fakir Group of Companies Limited has its own service rules for the Bangladesh Labor Code 2006 sections. All employees and workers must follow these rules, and the concerned authority has approved them. The studied group of companies pays due respect and honor to the employees and follows the rules and regulations of the law to provide a good environment. Workers (especially unlettered workers) are informed perfectly regarding the terms and conditions of the service.

7.1 Types of offences and punishment for the convicted employees

Maintaining the company's discipline for the workers is mandatory to ensure a fruitful working environment. Fakir Group of Companies Limited is determined to follow the rules and regulations of labor law to maintain a disciplined environment in the workplace. The punishment descriptions are stated below in classification with offenses:

(a) Minor offense: Common minor offenses are negligence in working, habitual late attendance, habitual absence without leave, etc. Punishments for minor offenses are: first offense – written warning letter for the first time; 2nd offense written warning letter for the second time; 3rd offense temporary suspension for three days; 4th offense – temporary suspension for seven (7) days; 5th offense – final retrenchments.

(b) Neither minor nor major offense: These types of offenses are intentional mistakes and purposely disobey the order or instruction of the top management of Fakir Group of Companies Limited, such as lawful order of the top management ignored deliberately by individually or GroupWise; activities against Internal discipline of the organization Example: Quarrel squabble, brawl, clash, sexual harassment etc.; continuous Ten (10) days absent in the working place without any prior permission of the authority. Punishments for neither minor nor significant offenses are: first offense- warning for the first and last time; 2nd offense temporary suspension for three days; 3rd offense temporary suspension for seven days.

(c) Major offense: Major offenses (For which service can be dismissed or terminated) are: property robbing, exploitation and fatally marring of the organization, involving with illegal strike and any kind of sedition activities, rules and regulation of the company are entirely violated, involving with illicit activities, providing fake information regarding documents of jobs if proves to be false, receiving bribes and backhander from any person in regard to employment giving, if company is damaged by its workers/employees, for example : financial loss or loss of goods etc, and if it is proved that concern worker/employee is held responsible for damage done in the light of section 125, 127 of the Bangladesh Labor Code 2006, s/he may be financially penalized; if any worker/employee physically or mentally unfit proved by the registered medical doctor in which possible time period of unfitness will be mentioned; outstanding of the worker/employee will be adequately paid on the eve of separation of service; authority has full right to preserve to extend cancel, change and reduce the punishment for misconduct.

7.2 Consistent steps for punishment

Fakir Group of Companies Limited must maintain discipline to ensure a healthy working environment. Fakir Group of Companies Limited follows necessary steps to keep the rules and regulations of the company following Section 24 of the Bangladesh Labor Code 2006.

The steps for punishment are: (i) a complaint should be written if any allegation is brought against anybody, the company gives necessary instructions to make a complaint as per Section-33 of the Bangladesh Labor Code 2006 and also check it; (ii) a prima facie inquiry committee is formed after receiving written complaint; (iii) after prima facie inquiry, a complaint copy has to serve to the convicted person and asked him to reply showcase letter within seven days from the date of receiving; (iv) reply of show cause is adequately verified and arranged an internal inquiry committee; (v) inquiry report has to verify by the authority; finally, (vi) if the allegation is proved to correct by the internal inquiry committee the convicted person will be ordered for punishment.

7.3 Grievance handling procedure

Employees of Fakir Group have to make a complaint as per Section 33 of Bangladesh Labor Code 2006. If workers/employees have a complaint about any harassment, misconduct, punishment, wages, overtime, or other issues, they can submit a complaint: (i) through a proper channel in written form; (ii) through the welfare committee in written form; (iii) in written form directly through administration; (iv) worker's complaint can be submitted to welfare officer (male & female) or any high official of the administration department, primarily welfare officer tries to solve all complain; (v) if any worker is aggrieved with the decision of punishment, the aggrieved person can meet high officials in this regard; and (vi) if any employees have complained or objection, s/he can submit a letter in the complaint box or to the high officials of the company; if the convicted person is not satisfied then s/he can go to the welfare committee or manager (administration); after that if s/he is not received satisfactory judgment s/he may contact directly with the manager of the company. In this process, s/he will not be punished or threatened later. Authority will provide full support to them.

7.4 Environmental discipline policy of fakir group

Fakir Group of Companies Limited knows that a successful and ethical business strategy depends critically on environmental considerations. As a result, they are dedicated to reducing the adverse environmental effects of our own operations wherever feasible. In line with their commitment and guideline of local law and international reference to the environment the company ensures the following: (i) the organization is always vows to ensure a healthy and environment friendly working condition in which enough light and air has been arranged; (ii) surroundings of factory are cleaned everyday by the company owned cleaners so that environment cannot be polluted by gathering dust and wastes; (iii) toilets and bathrooms are adequately cleaned thrice a day by anti-virus medicine so that inside environment of the factory cannot be marred; (iv) required soaps and towels are kept in the toilet rooms to save the factory internal environment. Beside this, toilets should be kept dry; (v) wastage of the factory is preserved in a determined place and it is sent to recycling once in a week out of the factory in order to keep healthy internal environment; (vi) masks and scarfs have been arranged for all the workers in order to defend from dust, fabric dust and odor, all the workers must this rules; (vii) there is a separate place for spit on and everyone uses this spit on box; (viii) it has arrangement to control of excessive sounds which can damage the environment of the factory; (ix) there is an arrangement inside the factory that excessive light and insignificant light cannot cause harm for the workers; (x) there is an arrangement of sufficient ventilation and light to prevent excessive heat and dust in each floor; (xi) pipes of silencers are provided on the top roof to emit smoke of generator so that it cannot damage the environment; (xii) it is not permitted to use chemical materials which may cause the damage of environment; and (xiii) polyethylene made shopping bags are not allowed to use inside the factory compound or surroundings area or another places in the country. The Government of

Bangladesh prohibits using and producing polyethylene bags in Dhaka and the whole of Bangladesh, effective from January 2002 to March 1, 2002. Anyone found violating the law of the land shall be arrested.

7.5 Bribery and other policies to maintain discipline in the organization

Fakir Group of Companies Limited is pledged to maintain honesty and quality in the garments industry. The organization always believes honesty is the best policy. Hence, Fakir Group of Companies Limited adopts some policies to check dishonest activities, which are: (i) it always tries not to pay bribes for ulterior benefit; (ii) it believes in anti-bribe or backhander; (iii) bribery is treated as punishable act in line with law of the land; (iv) it ensures punishment against bribes receiver and payers; and (v) the area of bribe receiving or paying should be identified first then it should be monitored loophole.

Some other specific policies: To maintain a pleasant, disciplined work environment, the organization has some other particular policies like: (i) Visitor's Policy, (ii) No Harassment Policy, (iii) Disrespect /No Abuse/Harassment Policy, (iv) Information Access Security Policy, and (v) Job Separation Policy like retrenchment, discharge from service, termination of employment (by either employers or workers), retirement of a worker etc. which are prepared and implemented by following relevant sections (section 21, 22 and 26) of the Bangladesh Labor Law 2006.

7.6 Scenario of employees' disciplinary action for the last five years

The scenario of employees' disciplinary action for the last five years is stated below:

Table 1: Employees' disciplinary action for the year 2011

Position	Total Man Power	Oral Warning	Written Warning	Suspension	Demotion	Pay Cut	Dismissal	Total Disciplinary Action
Helper	1827	50	45	42		32	18	187
Operator	2650	85	74	65	42	35	25	326
Supervisor	170	25	15	12	12	10	11	85
PO	80	11	10	8	3	5	8	45
Floor In-charge	20	5	3	-	-	1	-	9
PM	10	3	2	-	-	-	-	5
D G M	10	2	1	-	-	-	-	3
Manager	5	2	-	-	-	-	-	2
Total	4772	183	150	127	57	83	62	662

N.B.: P O= Production Officer, PM= Production Manager, DGM=Deputy General Manager

Source: Office index of the HR department of fakir group of companies limited.

Table 1 shows that disciplinary actions were taken for a total number of 662 employees of the Fakir Group of Companies Limited in the year 2011. A total number of 187 Helpers, 326 Operators, 85 Supervisors, 45 Production Officers (POs), 09 Floor In-charge, 5 Production Managers (PMs), 3 Deputy General Managers (DGMs), and 2 Managers were punished under different categories of disciplinary action in the year 2011. In 2011, 183 employees received oral and written warnings, 127 were suspended, 57 were demoted, 83 received cuts in payments, and 62 were dismissed, all working under different designations and positions.

Table 2: Employees' disciplinary action for the year 2012

Position	Total Man Power	Oral Warning	Written Warning	Suspension	Demotion	Pay Cut	Dismissal	Total Disciplinary Action
Helper	1849	59	49	42		35	18	203
Operator	2700	98	85	78		38	20	319
Supervisor	176	30	25	13	12	11	14	105
PO	82	10	8	7	9	12	8	54
Floor In-charge	22	4	3	2	1	-	-	10
P M	10	2	2	1	-	-	-	5
D G M	10	-	-	-	-	-	-	-
Manager	5	2	1	-	-			3
Total	4854	205	173	143	22	96	60	699

N.B.: P O= Production Officer, PM= Production Manager, DGM=Deputy General Manager

Source: Office index of the HR department of fakir group of companies limited.

Table 2 shows that disciplinary actions were taken against a total number of 699 employees in 2012. A total of 203 Helpers, 319 Operators, 105 Supervisors, 54 Production Officers (POs), 10 Floor In-charge, 5 Production Managers (PMs) and 3 Managers were punished under different category of disciplinary action in 2012. However, no Deputy General Managers (DGMs) were punished as they had not committed any offense this year. In 2012, 205 employees received oral and written warnings, 173 were suspended, 143 demotion, 96 received cuts in payment, and 60 were dismissed, all working under different designations and positions.

Table 3: Employees' disciplinary action for the year 2013

Position	Total Man Power	Oral Warning	Written Warning	Suspension	Demotion	Pay Cut	Dismissal	Total Disciplinary Action
Helper	1770	105	95	70		56	48	374
Operator	2754	178	145	107	92	74	45	641
Supervisor	168	16	25	13	13	11	14	92
PO	84	13	10	13	10	10	8	64
Floor In-charge	21	5	3	1	1	-	-	10
P M	10	2	1	-	-	-	-	3
D G M	10	-	-	1	-	-	-	1
Manager	5	2	-	-	-	-	-	2
Total	4822	321	279	205	116	151	115	1187

N.B.: P O= Production Officer, PM= Production Manager, DGM=Deputy General Manager

Source: Office index of the HR department of fakir group of companies limited.

Table 3 shows that disciplinary actions were taken for a total number of 1187 employees in the year 2013. A total number of 374 Helpers, 641 Operators, 92 Supervisors, 64 Production

Officers (POs), 10 Floor In-charge, 3 Production Managers (PMs), 1 Deputy General Manager (DGMs), and 2 Managers were punished under different categories of disciplinary action in the year 2013. In 2013, 321 employees received oral and written warnings, 205 were suspended, 116 were demotioned, 151 paid cuts, and 115 were dismissed, all working under different designations and positions in 2013.

Table 4: Employees' disciplinary action for the year 2014

Position	Total Man Power	Oral Warning	Written Warning	Suspension	Demotion	Pay Cut	Dismissal	Total Disciplinary Action
Helper	1781	98	92	76		65	46	377
Operator	2832	160	142	95	45	72	49	563
Supervisor	176	16	25	12	13	11	9	86
PO	83	13	11	13	10	10	8	65
Floor In-charge	25	9	7	3	4	2	-	25
P M	10	3	1	-	-	-	-	4
D G M	10	-	-	-	-	-	-	-
Manager	5	1	-	-	-	-	-	1
Total	4922	300	278	199	72	160	112	1121

N.B.: P O= Production Officer, PM= Production Manager, DGM=Deputy General Manager

Source: Office index of the HR department of fakir group of companies limited.

Table 4 shows that disciplinary actions were taken against a total number of 1121 employees in 2014. A total of 377 Helpers, 563 Operators, 86 Supervisors, 65 Production Officers (POs), 25 Floor In-charge, 4 Production Managers (PMs), and 1 Manager were punished under different categories of disciplinary action in 2014. However, Deputy General Managers (DGMs) were not punished this year due to no offenses. However, 300 employees received oral and written warnings, 278 were suspended, 72 were demotion, 160 received payment cuts, and 112 were dismissed for different job designations and positions in 2014.

Table 5: Employees' disciplinary action for the year 2015

Position	Total Man Power	Oral Warning	Written Warning	Suspension	Demotion	Pay Cut	Dismissal	Total Disciplinary Action
Helper	1827	50	45	42		32	18	187
Operator	2870	85	74	65	42	35	25	326
Supervisor	170	25	15	12	12	10	11	85
PO	80	11	10	8	3	5	8	45
Floor In-charge	20	5	3	4	1	1	-	14
P M	10	3	2	1	-	-	-	6
D G M	10	1	-	-	-	-	-	1
Manager	5	2	1	1	-	-	-	4
Total	4992	182	150	133	58	83	62	668

N.B.: P O= Production Officer, PM= Production Manager, DGM=Deputy General Manager

Source: Office index of the HR department of fakir group of companies limited.

Table 5 shows that disciplinary actions were taken against a total number of 668 employees in 2015. A total number of 187 Helpers, 326 Operators, 85 Supervisors, 45 Production Officers (POs), 14 Floor In-charge, 6 Production Managers (PMs), 1 Deputy General Manager (DGM), and 4 Managers were punished under different categories of disciplinary action in the year 2015. In 2015, 182 employees received oral and written warnings, 133 were suspended, 58 demotions, 83 received payment cuts, and 62 were dismissed, all working under different designations and positions.

8. Findings of the study

This study finds some observations regarding the disciplinary action of Fakir Group of Companies Limited:

- a) Fakir Group of Companies Limited has specific written disciplinary rules and regulations prepared based on related sections and sub-sections of Bangladesh Labor Code 2006.
- b) All the departments of Fakir Group of Companies Limited follow the same kind of discipline.
- c) Every time a new idea for a new job is formed, discipline is also created to make the workers productive enough to work on the new idea.
- d) The company lacks a robust and efficient disciplinary policy for staff members that strive to implement new technologies, operational procedures, and marketing strategies.
- e) This organization's chain of command is well structured, encouraging the concerned and responsible superiors to maintain discipline and take necessary action against disciplinary violations.
- f) The company has an excellent working environment but a zero-tolerance background history of any disciplinary breaching action.
- g) Fakir Group of Companies Limited follows all standard disciplinary actions like oral warnings, written warnings, suspension, retrenchment, demotion, pay cuts, and dismissal.
- h) It takes disciplinary action for all levels of employees who violate organizational discipline.
- i) The total number of actions taken for disciplinary violations was 662, 699, 1187, 1121, and 668 from 2011 to 2015, respectively. Among these, the number of disciplinary actions was high in the years 2013 and 2014, but it was low in the years 2011, 2012, and 2015.
- j) The studied organization takes some standard disciplinary action like oral/written warning or suspension for three or seven days if the employees committed minor offenses like abuse to the employee, day-by-day absence, reduced production, etc.
- k) The mildest form of disciplinary action is the oral warning.
- l) It has been found that most convicted employees are committing minor offenses or offenses that are neither minor nor major.
- m) A copy of the written warning is added to the employee's official file and is considered for future considerations as needed.
- n) Though employees committing primary offenses have been suspended, Fakir Group of Companies Limited tries to avoid suspension because it can have negative consequences for both the company and the employees.
- o) In the studied organization, demotion is a constant punishment for staying in the same designation for the demoted employee.
- p) Fakir Group of Companies Limited's most severe disciplinary punishment is dismissing the problem-creating employees.

- q) There is some lack of awareness among the workers about organizational discipline in Fakir Group of Companies Limited.
- r) It has also been found that the organization is following a reactive approach, a somewhat proactive approach in some cases of disciplinary violation.

9. Recommendations

Based on the analysis and findings, Fakir Group of Companies Limited is trying to maintain its discipline strictly. As we know, nothing is perfect; there is always for improvement, so the following suggestions are given to improve the disciplinary condition in the RMG sector of Bangladesh:

- Discipline is not enough on the job, so an adequate discipline system must be developed.
- Labor management relations should be developed to remove workers' rate of discipline violations, enhance their efficiency, and ensure product quality because buyer requirements depend on product quality.
- Management should implement motivational programs so that employees follow the organization's discipline.
- Every employee and worker should be more aware of safety and security rules.
- The management should operate the organization smoothly to avoid unpleasant events threatening the company's goodwill.
- Training should be arranged to follow organizations' rules and regulations and to develop labor-management relations & it will build up dependability and mutual trust between workers and management.
- Management should reduce disputes within the organization, which negatively affects workers' performance.
- Management should create a favorable working environment by reducing accidents within the organization.
- Management should minimize stoppage of work & stoppage of production by controlling industrial disputes.
- HRD facilitates integrated growth for employees through discipline and development activities. So, management should be aware of this.
- Fakir Group of Companies Limited must appoint more skilled people in the HRD.
- The management should focus on attracting foreign buyers to the organization by maintaining a suitably disciplined workforce, decent work & supply.
- Management should try to achieve workers' discipline to the greatest extent possible to reduce product wastage.

10. Conclusion

The ready-made garment industry employs many people and is Bangladesh's most significant source of foreign exchange earnings (BGMEA, 2016). One of the key factors in enhancing productivity, job happiness, a positive work atmosphere, customer satisfaction, etc., is staff discipline. The RMG sector's productivity rate has been declining recently. Discipline aims to motivate workers to fulfill predetermined performance requirements and act responsibly and safely while on the job. Discipline is therefore necessary for any planned group activity.

The study results show that Fakir Group of Companies Limited should undertake many steps to improve discipline and a pleasant working environment. The study revealed that the employees' discipline is the most valuable for the organization's progress. It may be affirmed from the whole analysis that although Fakir Group of Companies Limited has its

own disciplinary policy following the Bangladesh Labor Code 2006, implementing policy remains lacking. For that reason, the number of discipline violations is remarkable. The organization should take necessary motivational, awareness, and T&D programs to ensure a pleasant working environment by maintaining proper discipline.

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