My stepping into the profession of personnel management began in 1981 after obtaining the Diploma in Industrial Relations & Personnel Management from Burdwan University and my first laboratory for both experiencing and experimenting on the approaches to management of misconduct was the Champaran Sugar Company Limited and Cawnpore Sugar Works Limited, the sister concerns of British India Corporation. These sugar units are situated in the remote villages of Bihar with a distinct work culture of its own, with people more ignorant about the rules and regulations but more concerned about their economic needs, with management's interest to accomplish the desire results with people and resource, where the resource for the vast field of study and experience towards causes of commitment of misconduct in industry (though the area of the study does not include the above industries but the experiences have contributed to the study). The exposure was further intensified with the taking up of assignment of Special Officer (Personnel) under The Durgapur Projects Limited in 1984 where I was fully made in-Charge of the management of misconduct including conducting domestic enquiries. The employees' narration of naked realities, which are seldom depicted in black & white for various personal and technical reasons, while explaining the causes for commitment of misconduct influenced highly to me. Such narrations from some employees were mixed with requests for sympathetic consideration and establishment of the fact that the commitment of misconduct was only alternative left to them. My deep involvement with such situations in the industries from 1984-1992 in Durgapur were the basic raw-materials to this study.

It was personally felt that the managements have an increasing tendency to stick to various legalistic approaches while managing misconduct in industries and in the process neglects the
human processes involved in the commitment of misconduct in industries, which are also vital aspects of the organisational life. People at high positions in the management strata who are concerned with management of misconduct recognised the importance of considering such vital aspects of the organisational life, in course of the survey of this study but also opined that the increasing pressure of the protective clauses embodied under the legal norms have hardly kept any scope for such approaches.

It is admitted that the growth of labour laws has restricted whimsical approaches of the management in managing misconduct. From the economic and social point of view, commitment of misconduct are reaping the results which are being looked upon with an indifferent attitude by the employees. From the point of view of employer also taking disciplinary action and thereby antagonising work force is increasingly being considered as bad management practice. The swing from whimsical approaches to the consideration and recognition of the human aspect in the management process of misconduct is dominating in the industries. So, the matter is important both from the point of view of the employee as well as the employer. While from the employees' side there is a threat for loosing service, loosing retiring benefit, loosing in terms of economic interest and thereby creating difficulties further for a new employment. Similarly, from the employer's side, there is a threat for paying back wages in case the employee is reinstated. Considering all such changed dimensions it was felt essential to study the human aspects which contributes to the commitment of misconduct. So, attempts have been made to distinguishly study the various human attributes contributing to the commitment of misconduct under the analytical studies dealt in Chapter 04, chapter 05 and chapter 06. In chapter 09, chapter 10, chapter 11 and chapter 12 attempts have been made to recommend the techniques of managing such human aspects which contributes to the commitment of misconduct.

The study combines at one hand, the existing principles and procedures which are presently in vogue in the procedure of managing misconduct with the human behavioural aspects, which are associated with commitment of misconduct and lastly recommend steps for developing effective management style of managing misconduct. For focussing on the human aspect of misconduct behaviour, I have considered and utilised the existing theories in understanding organisational work
life and the behavioural aspects in industries. I have also considered the various environmental and work culture aspects of the organisation for explaining to some specific behaviour.

Of course, there are several limitations to this study for inspite of my best efforts to remain objective and unbiased there may be possibilities that I have drawn some inferences which are uncalled for or are under emphasised or have been missed altogether.

It is also possible that the recommendations made are not sufficiently exhaustive and will not serve the purpose of suiting to all situations. But it has been felt that the recommendations are normal tools for providing guidelines for managing misconduct.

This study approaches to consider within its purview, a large sample for a better insight but the time allotted for this study cannot be deemed to be efficient to study the sequence of complete behavioural process of human element at work. For there are certain human variables which takes considerable long time for changing and reacting to situations, environment for the impulses placed from outside. It is also quite possible that in course of the study some respondants reacted more favourable to me for various personal reasons while the others under compulsion reacted to my questionnaire when I approached them which may be more causal than objective based, but most of the respondants accepted it positively and extended cooperation for the sake of developing an objective logic for a cause and effect relationship.

I do not hesitate that there are sufficient further room for research beyond this work, for explaining human aspects of misconduct has not been much talked of till date. Understanding human aspect relating to commitment of misconduct as a specific subject of the study, very little work has been done, to my knowledge till date and the area is till left to be explored further to understand such dimensions in industries.

I have updated my analysis to a level for meeting the increasing broad technical demand of the management of misconduct as well as deficiency recognised for the impact of the social, human, environmental factors contributing to the process. Each system and sub-system relating to the
aspect of managing misconduct has been described in the context of specific human behaviour and my long association with the management of misconduct has helped in understanding and contributing to the study of misconduct in industries. The study is an attempt to amalgamate in sequence, the existing technical procedures of management of misconduct, the human behavioural factors which are connected with the commitment of misconduct and recommends strategic approaches to the management of the same.

Debi Prasad Sahoo.