C H A P T E R - V I

SUMMARY AND SUGGESTIONS

i. Research Design and Methodology

ii. Need for the Study

iii. Objective of the Study

iv. Scope of the Study

v. Methodology and Sampling

vi. Data Reliability Test

vii. Socio-economic Profile of Respondents

viii. Ethically Effective Management

ix. Ethical Procedures and Practices in VSP

x. Suggestions

xi. Scope for Further study
CHAPTER-VI

SUMMARY AND SUGGESTIONS

Summary, major findings and conclusions emanating from the study are presented in this chapter. Suggestions are also given with a view to correcting situations and to improve the ethical practices in the organization.

In the changing Indian economic environment, Managing Ethics has become the central concern of any organization, be it in public, private, co-operative or service sector. The present study attempts to analyze the Ethical policies and practices in the Visakhapatnam Steel Plant (Rashtriya Ispat Nigam Limited) under the public sector organization. The emphasis of the study is on the ethical policies and practices that are followed in the Visakhapatnam Steel Plant.

Introduction:

Our country has been known as the leader in the area of ethics, values and so on for the rest of world since time immemorial. Over a period of time our own countrymen have gone away from the area of ethics, though gradually. Recently there is a rapid fall in ethics throughout the country, which again necessitates thinking over the meaning, need/significance and its practice. The Oxford English Dictionary defines “ethics as the science of morals, rules of conduct or moral principles”. It is very often used, as a synonym for terms like values, norms, standards and morality etc. Ethics is something like electricity, not apparent to the naked eye, but felt instantaneously in certain specific conditions and also visible when power is switched on. Ethics is like a fabric of whole society and therefore a society without ethics is like a man without clothes. It means ethics is something which prevents nudity in any society and thus also determines the comparison of degree of nudity in any civic society. Ethics therefore is essentially required to adopt and cover wholly the whole body of bodies of any civic society. It only differentiates between a civic and barbaric action.
Ethics refers to the study and development of one's ethical standards. As mentioned above, feelings, laws, and social norms can deviate from what is ethical. So it is necessary to constantly examine one's standards to ensure that they are reasonable and well-founded. Ethics also means, then, the continuous effort of studying our own moral beliefs and our moral conduct, and striving to ensure that we, and the institutions we help to shape, live up to standards that are reasonable and solidly-based.

Ethics is a system of moral principles. They affect how people make decisions and lead their lives. Ethics is concerned with what is good for individuals and society and is also described as moral philosophy.

Ethics covers the following dilemmas:

- How to live a good life
- Our rights and responsibilities
- The language of right and wrong
- Moral decisions - what is good and what is bad?

Ethics has several attributes, some of which are universal in nature, while others are bound by time and place. It may be specific to a particular task situation, profession or area of responsibility, e.g., ethics of top executives, middle executives, junior executives in any company, ethics of a Judge, ethics of a Doctor, Teacher or a Chartered Accountant and so on. Now-a-days ethics or values are being prescribed even for organizations as a whole to carry out the activities with the sense of right and wrong i.e., what is permissible, what is not permissible, what is to be done and what is not to be done. Certain things are expected from everyone, while there maybe a few specific things expected according to the nature of groups or responsibilities. Ethics is something related to a state of mind, a way of looking at things, which may develop into a pattern of behaviour, or way of life and social conduct. One’s values may indicate or reveal one’s preferences, while norms identify social prescriptions or obligations, which have a regulatory significance. One should always bear in mind and have clear-cut difference in authority, responsibility and accountability. No authority can be without responsibility and accountability. Duty is the balanced mixture of authority, responsibility and accountability. Thus, every person is accountable for his good or bad decisions/deeds.
As the ethical values and principles exhaustively discussed above are identified as core human virtues, it is expected that every member of the Board and the senior management team of a corporate entity should possess and develop such virtues for the good of mankind. Unless there is complete cohesion, mutual trust and perfect understanding between the promoters (people who hold majority stake in a company), Board and senior management team to carry on the business activities on ethical lines and by fair means for common good of society rather than promotion of their self interest and personal enrichment, there will be conflicts, frictions, disagreements and disputes between them relating good corporate governance, which may come out in the open sullying the good image and reputation of an organisation nurtured and built over a period of time. In the broader sense business ethics involves a number of complex areas of a business management and administration such as economic systems, organisational constitution, organisational policy, business strategy based on intuition and level of existing and anticipated competition in the market place, functional operations and individual conduct of the core team, which can throw light to the level of ethical values and practices existing in a corporate enterprise and how they can be improved by pedagogy. In substance business ethics aims at to manage all relationships both internal and external with total commitment and integrity and with a view to ensure the long term survival of a corporate organisation. An organisation can grow, expand and successful only if there is adequate disclosure of information at all levels, cross fertilization of ideas more so with the active involvement of a knowledgeable and talented work force, transparency in business dealings resulting in shared vision and values.

Every corporate/business entity must create a good environment for creativity and excellence providing enough independence and authority to its staff at all levels but at the same time it must establish adequate, proper, effective monitoring and control systems so as to ensure that its business activities are properly conducted within the legal and regulatory framework. It should be recognised and appreciated that any serious violation of ethical values and principles in its functioning will not only undermine the public confidence in it, bring bad publicity but ultimately result in strong intervention by Government and a number of regulatory bodies. No doubt on account of various pressures exercised by different sections of society, a company will always be subject to supervision and regulation of its activities as a responsible social entity on its size,
behaviour, governance, accounting, legal and social compliances under various laws, rules and regulations applicable to it.

i. Research Design and Methodology:

The objective of the present study is to make a case study of Ethical procedure and practices in Rashtriya Ispat Nigam Limited, Visakhapatnam Steel Plant, Visakhapatnam and to portray the organization’s practices in this regard. It helps the organization to review the ethical policies and practices and thereby evolve suitable strategies for effective management of human resources.

ii. Need for the Study:

Visakhapatnam Steel Plant is a gigantic undertaking constructed with a highest investment in the public sector undertaking having about 17,500 employees working in Works and Non-works Departments. The more concentration is on the development of its Human Resources ethically, the greater will be the benefit to the organization in the form of higher productivity, high morale of employees and Harmonious Relations.

With an intent to know the facts, which ethical factor is contributed to the success of Visakhapatnam Steel Plant, is maintaining Profitable Position, Harmonious Ethical environment and winning Best Management Award (from State Government of Andhra Pradesh and Government of India) inspired the researcher to take up the study of Ethical Scenario in Visakhapatnam Steel Plant.

iii. Objective of the Study:
The study is carried out with the following specific objectives:

- To present the profile of steel industry and Visakhapatnam Steel Plant, with a special focus on its good practices
- To study the impact of various existing practices on ethical issues in Visakhapatnam Steel Plant.
- To analyze the perception of employees, both executives and non-executives on the existing ethical practices in Visakhapatnam Steel Plant.
To analyze the arguments and positions of key decision makers and stakeholders, as well as the contextual factors that influenced the actions and outcomes, to arrive at their own assessment of the moral implications of a situation.

To offer suggestions for the promotion of better Ethical Practices in the organization as a measure to enhance overall productivity and development of the organization.

To have an improved understanding of the evolution of ethical issues, comprehending the role of contextual factors in interpretations and judgments about acceptable means and ends, and refined moral reasoning as well as business practices in the organization.

iv. **Scope of the Study:**

4. The scope of the study is limited to the Visakhapatnam Steel Plant and it is only confined to area of Ethical procedure and practices adopted in the organization.

5. The study is based on the opinions and perceptions of executives, non-executives of Visakhapatnam Steel Plant.

6. The study covers both executives and non-executives of all Departments in Visakhapatnam Steel Plant, i.e. Personnel, Finance, Marketing etc, Non-Works Departments and the Works Departments like Coke Ovens, Sinter Plant, Blast Furnaces, Thermal Power Plant, Steel Melting Shops (SMS), etc. are specifically included in the study.

v. **Methodology and Sampling:**

a. **Methodology:**

The present study uses a combination of historical, case study and survey methods. The historical method traced the genesis of Ethical policies and practices. The case study method was adopted to make in-depth analysis of Ethical Practices at Visakhapatnam Steel Plant. Survey method is a method of exploring and analyzing the life of social unit, be that a person, a family, an institution, a cultural group or even an entire community. In the present enquiry, VSP is taken as the unit of study.
b. Sampling:

A sample of 500 employees has been taken at stratified random sampling covering two categories viz. Executives and Non-Executives. This constitutes 2.85 (approx) per cent of employees in each of the categories mentioned above. The sample covers all the Departments in the organization. A cross section of 263 Executive employees (which forms about 54 per cent of the respondents) and 237 Non-executive employees (46 per cent of the respondents) have been taken to elicit their opinions. The details of sample size are presented in Table 2.1 of Chapter-II.

c. Data Collection:

Data has been collected from both primary and secondary sources. An administered questionnaire was circulated to the selected executives, ministerial staff (office) and workmen in order to collect first hand information. The format of questionnaire is placed at Appendix-VII. This has been followed by personal interviews of informal nature. Data was collected through the techniques of schedule, interview and observation. One comprehensive schedule meant for employees was designed and the same was administered after pretesting in a pilot study. Interviews with the sample respondents took place at the times convenient to them. Convenient timings for the interviews have been fixed in advance mostly during early hours of the shift or during lunch break and at times in the houses of respondents. Personal interviews were conducted with all the respondents. The interviews were often prolonged and spread over multiple sessions. Because of the personal visit to the organization, the technique of non-participants observation was also used which enabled the researcher to get more insight into the phenomena.

Secondary sources of data were also used and they include record files, brochures, in-house newsletters and other published and unpublished material of the organization as well as outside agencies.

The inquiry is essentially in the nature of a qualitative study. The study was compiled with advanced quantitative methods, a few statistical techniques like averages, percentages, chi-square, etc., and a table etc has been used wherever necessary to make the data more precision and systematization.
vi. Data reliability test

Cronbach's alpha:

Cronbach's alpha is a measure of internal consistency that is, how closely related a set of items as a group. For conceptual purposes, the formula for the standardized Cronbach's alpha is given below.

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Here N is equal to the number of items, $c$-bar is the average inter-item covariance among the items and $v$-bar equals the average variance.

Reliability co-efficient alpha = 0.712
Which suggests that the statements in the questionnaire has relatively internal consistent.

Box Plot:

The box plot explains the variation of the data and also shows the average value, median value, highest value, lowest value, 25th percentile, 75th percentile as well as the outliers of the data as shown below:

- **Cut-off** – an unusually large or small observation. Values beyond the whiskers are outliers.
- By default, the top of the box is the third quartile (Q3) – 75% of the data values are less than or equal to this value.
- By default, the bottom of the box is the first quartile (Q1) – 25% of the data values are less than or equal to this value.
- By default, the upper whisker extends to this adjacent value – the highest data value within the upper limit
  Upper limit = Q3 + 1.5(Q3–Q1)
- By default, the lower whisker extends to this adjacent value – the lowest value within the lower limit.
  Lower limit = Q1 – 1.5(Q3-Q1)
- **Average Value**
- **Median** – the middle of the data. Half of the observations are less than or equal to it.
vii. **Socio-economic Profile of Respondents:**

Employees play a significant role in influencing the effective functioning of an organization. The quality of services by the organization and the consequent image or good will created in the eyes of public at large depends on the efficiency with which the personnel perform the tasks.

In view of the significant role of personnel in the effective functioning of organization, it would be fruitful to examine and understand their socio-economic characteristics that influences, in a large measure of their behavior and performance. Therefore, an attempt is made in this section to present the socio-economic profile of selected employees of VSP.

1. The highest number of respondents (46.4 per cent) belonging to the age group of 40-50. This is followed by the age group of 50-60 which constitutes 26.8 per cent of the respondents. Similarly 18.2 percent of the respondents fall in age group of 30-40. None of the respondents are below the age of 30. Hence, all the respondents are majors.

2. The proportion of male employees is very high i.e. 89.2 percent of the total and it is a clear evidence of male domination. It may be because of nature of work in the organization i.e. technical, loading and unloading activities, working at open places having exposure to hot sun etc. Female employees are found only in non-technical jobs, such as medical department, clerical and ministerial staff in the administrative office.

3. It is quite natural that around 74.4 percent of the country’s population belongs to Hindu religion. Therefore, the sample also mostly represents Hindus. This is followed by Christian forming 14.6 percent of the respondents, others such as Sikhs, Jains, etc (8.8 percent) and Muslims (2.2 percent).

4. 364 respondents (60.26 per cent) have less than three dependents, 29.96 per cent of the respondents have three to five dependents and 9.78 per cent of the respondents have five to eight respondents. On average the respondents have had three dependents. It is notable that no respondent is free from dependent in the family. This reflects typical and true Indian family system.

5. 482 respondents have had only one income source i.e. income from salary. Its percentage is 79.80 respondents (1.98 per cent) are earning from salary as well as
income from agriculture. 7.94 per cent of the respondents expressed that they had income from house property. In case of 62 respondents their members of the family are also earning and contributing to the family. It can be concluded that majority of the respondent’s financial position it’s neither weak nor average because they depended on only salary income for their livelihood.

6. Out of the total respondents, 45.8 per cent of the respondents are having P.G and professional qualification, 22.8 per cent of respondents are having technical qualification and only 8.4 per cent of the respondents possess less than degree. Hence, it can be concluded that all the respondents are educated and majority of them are having more than degree qualification.

Ethics in the public sector organizations:

Ethics refers to principles by which to evaluate behaviour as right or wrong, good or bad. Ethics refers to well based standards of right and wrong, and prescribe what humans ought to do. Ethics are continuous efforts of striving to ensure that people, and the institutions they shape, live up to the standards that are reasonable and solidly based.

viii. Ethically Effective Management:

1. Integrity is the fundamental requirement for successful Management.

2. Effective communication which is the life breath of modern business, commencers with right attitudes, rational emotions and sincere feelings, and not simply words. Words cannot communicate if they fail to express the substance of communication precisely, clearly and effectively.

3. Employees of every business organization have to enjoy their fundamental rights properly with a view to discharging their obligations to the society they live in. Hence, they should properly enthused by educational programmes, persuaded, motivated and trained in a manner that they can nurture high moral values and obligations towards their organization. Work cannot be accomplished by order but by persuasion and by inculcating in workers a sense of belongingness and common purpose.
4. Every employee has right to his or her dignity. Every individual worker in an organization has his sense of worth and contribution to his organization.

5. Human relations and not merely products have relevance which should be recognized by every healthy business organization.

6. Self-Management in industry has to be successfully encouraged. Self-Management is the “Summum Bonum” of every organization. Without Self-Management, the proper management of other persons became meaningless.

7. It is necessary to encourage decision-making at the operational level so as to make it purposeful and effective.

8. Delegation of responsibility must always be accompanied by appropriate delegation of authority.

9. Workers have to be tactfully guided so as to enable them to understand that their duties are accompanied by associated responsibilities.

10. If subordinates come up with well-reasoned suggestions, their bosses should always lend an ear and understand the better points of those suggestions.

11. In management, democratic leadership provides more satisfactory experiences outwardly and as well as inwardly to each and every member of the organization.

12. Every benevolent organization should take pain to convey the appropriate stance of the company in regard to profits. In this way, truth triumphs favorably in the interests of the organization.

13. It is the responsibility of every management to discharge its social responsibility.

14. Workers should be considered as partners in business because it is they who contribute to the productivity, progress and profitability of their company.

15. Enlightened leadership means making people function as responsible leaders, consumers and citizens.

16. Every business organization should understand that the company exists because people exist, with all their desires and wants, hence the business should function in the larger interest of the national and international communities.
Visakhapatnam Steel Plant is being the public sector and Navaratna Company is meant to perform functions for the society as a whole, according to general and political priorities. According to Kinchin (2007), the ethics of public service is based on five basic virtues; fairness, transparency, responsibility, efficiency and no conflict of interest. There are, however, other principles in operation, and public servants face several dilemmas, for instance when the bureaucrats’ private ethics collide with his professional public work ethics or organisational cultures.

ix. **Ethical Procedures and Practices in Visakhapatnam Steel Plant:**

1. It is understood that the organization is having ethical policy procedure for their employees, as per the information 93.2 per cent of respondents opined that they had ethical policy in the organization which is implemented as per the norms. But few respondents i.e., 6.8 per cent were opined that they are unaware of ethical policy followed in the organization. This may be due to lack of awareness towards organizational ethical policies. In this regard management is advised to conduct the ethical awareness programme to their employees so that every employee will aware of rules and regulation so that a better practice can be followed in the organization.

2. Majority of the respondents i.e., 62.4 per cent opined that the role of ethical policy in the organization is neutral followed by 20.2 per cent respondents strongly agreeing that ethical policy is playing a vital role and few respondents disagree with that and say that it is not playing a vital role. Hence it can be concluded that majority of the respondents were not considering ethical policy as a subject for practicing in the organization. There fore it is time to the management to take initiation in this regard and must see that it is been practiced properly in the whole organization.

3. To create obligation on every employee in the organization the management has developed various ethical policies and practices for managing the employees at various levels. In order to maintain Ethical standards in the organization, the following are the tools/mechanism influencing effective implementation of Ethical culture in the organization. They are:

   7. Integrity Pact in procurements;
Visakhapatnam Steel Plant is following ethical practices through adopting the above factors in the organization.

However, Integrity Pact is the one which is connecting the organisation with outsiders in all contract related activities from pre-selection of bidders, bidding, contracting, implementation, completion and operation, in ethical perspective. Integrity Pact establishes mutual contractual rights and obligations to reduce the high cost and effects of corruption. Thus, Integrity Pact is intended to make public contracting and procurement transparent by binding all too ethical conduct. It also envisages a monitoring role for the Civil Society which is the ultimate beneficiary of such action. By following Integrity Pact process a total of 5,341 tenders were called during the year 2011-12, covering Rs.67.95 Crores.

Other tools influencing effective implementation of Ethical culture in VSP are more or less associated with the employees of the organisation.

- A total of 50 employees are punished during the financial year 2011-12, for involving in corruption and misconduct by following the Integrity Pact process.

- By following Integrity Pact (IP) process a total of 5341 tenders were called during the year 2011-12, covering Rs.67.95 crores.

- Out of the tenders called during the year, a small number i.e., 3 tenders were rejected for not following process of IP.

- It is understood that majority of respondents i.e., 89.8 per cent felt that there is an impact on implementation of integrity pact in the organisation.

- Majority of respondents i.e., 95.4 per cent opined that the management takes serious action on the employees who were not behaved properly in the organization and also accepts complaints regarding unlawful or unethical
behavior that was recorded in the organization. This indicates that organization is making maximum efforts to reduce unethical and unlawful practices in the workplace.

- Approach to solve ethical conflict in the organization, in this regard majority of respondents (79.4 per cent) opined that conflicts will be resolved by consultation with their work superiors and only 20.6 per cent opined that in rare cases they will go for negotiations. This is a good approach because the management is enquiring the entire details regarding the conflict and they are also trying to know whether the supervisor is aware /unaware of the conflict and with this they can able to assess the gap between employer and employee and with this they can rectify it by taking proper action.

- During the year eight numbers of employees are removed from service by following the code of conduct rules.
- A total number of 150 disciplinary cases are pending with the 12 departments in the organisation.
- Out of the total respondents, 67.4 per cent of respondents were opined that vigilance officer and 32.6 per cent opined that manager are responsible for the measuring the ethical standards in the organization.
- Code of business conduct: As per the policy of the organization, the code of business conduct and business prepared for the higher level executives in the organization and it was implemented in the meeting of the Board of Directors of RINL/VSP, on 13th November, 2007 approved the Code of Business Conduct and Ethics for Board Members and Senior Management in RINL/VSP for implementation in RINL/VSP in terms of the Guidelines issued by DPE on the same.

- Out of the sampled respondents 95.6 per cent opined that here exists an ethical relationship between the employees in the organization. This indicates that a proper relationship is followed between the employees and to identify the nature the relationship.
The Average opinion score of the respondents belonging to the age group 50-60 (7.4403) is greater than that of other three positions, which further thrusts a positive opinion on the financial ethics from this age group, at 5 per cent level of significance. Whereas the age group belongs to 20-30 has less score which further illustrates that as the age has an impact on financial ethics significantly.

It is clear that the age has an influence on the personal ethics. Because in the form of personal ethics - personal behavior, attitude, relationship and thinking level can be effected. In the above analysis it can be seen that the age group between 50-60 years is significant age group for maintaining proper personal culture in the organization.

There is a significant correlation between the dependent variables such as Financial ethics, personal ethics and other aspects of ethics with the independent variable income. The positive values indicates in the above table that there is a positive relationship between the dependent and independent variable experience i.e., as the income of the respondents increases the opinion of the respondents for these dimensions are increases and the relation is statistically significant at 5 per cent level of significance.
x. **Suggestions:**

1. **Ethical Policy:**
   A minimum sample of respondents found that they are unaware of ethical policy of the organization. Since ethics plays a vital role in the organization of the business hence the management / Heads of the departments should organize seminars / awareness camps to their employees to inform about the ethical policies and practices which will help organization to maintain a cordial and healthy environment.

2. **Training Programmes:**
   More training programmes are to be organised with a special focus on ethical behaviour, at the time of induction of Management Trainees, Junior Trainees, Secretarial Trainees, Senior Trainees and new employees. Also, to develop internal faculty among ethical employees who are having excellent oratory skills and presentation skills, for conducting Classes in Training Department and HRD Centre, on Ethics & Morals.

3. **Coverage of Ethical aspects in Business Summits and Partnership Summits:**
   During Partner-ship summits, Business Summits with customers of Marketing Department being conducted in different areas in the country, presentations are to be made covering Ethical and Moral aspects which would influence positively in maintaining transparency in business relations.

4. **Awareness Programmes at Shop-floor level by Vigilance:**
   The Vigilance Department should conduct awareness programmes to sensitise ethics among employees. Such programmes should be conducted at shop floor level so that involvement of all types of workers, i.e. khalasis, technicians, chargeman, foreman etc., in working class and executives starting from Junior Officers to Managers.

5. **Organising lectures for Vendors and Suppliers:**
   Majority of vendors and suppliers are interacting with Marketing and Materials Management Departments regularly on various business matters. Since a lot of private individuals/firms are associated in day-to-day business matters, taking into consideration the vulnerability of unethical practices, lectures and workshops should
be conducted for Vendors and Suppliers to practice ethical standards. Such lectures should cover different groups as per the nature of supplies, volume of supplies etc.

6. **Organising Cultural Programmes in Residential Areas:**
   Planning cultural programmes with ethical themes through Community Welfare Centres which are scattered in all residential colonies including Township and Rehabilitation areas and also in Executive Clubs (Steel Club and Ukku Club) to create required awareness on ethics. The themes of cultural programmes should be focussed on contemporary issues/matters.

7. **Organising Parent, Teacher, Employee meetings on ethical standards:**
   Organising Parent, Teacher, Employee meetings on ethical standards among school children in Steel Township and employees rehabilitation colonies. Such meetings should be conducted at regular intervals to create a congenial atmosphere and relations which will more or less influence in maintaining ethical standards among the next generation to choose a right path for their better future.

8. **Need based updation of CDA Rules and CSO:**
   Conduct, Discipline Rules and Certified Standing Orders (Ethics guides for Executives & Non-executives) are to be updated with the changing working environment/conditions. As these rules and orders are guiding factors for all employees of the organisation, in the changing industrial/work environment, need based modifications are to be brought out at regular intervals.

9. **Publicity on Ethics through Hoardings and Wall Posters:**
   Visakhapatnam Steel Plant is the biggest Public Sector Undertaking in Andhra Pradesh having around 17,500 employees. As the employees are residing in Township and rehabilitation colonies including those who are staying in Visakhapatnam City, a wide publicity on Ethical aspects should be given through Hoardings, Banners, Wall Posters etc., in important locations with themes on Ethics and Transparency, depicting RINL Ethical Policy. These hoardings, banners, wall posters should be catchy and attractive, so that the theme of ethics publicised would be injected into the minds of majority of the employees and their family members. It will remind ethical concern among the employees.
10. **Preparation of Stickers with slogans on Ethics & Honesty:**

To prepare stickers with slogans on Ethics, Morals and Honesty and their circulation among all employees and customers (outsiders), will constantly remind employees to practice ethics. Daily hundreds of vehicles/trucks enter into the Plant for loading and unloading of materials. If, Stickers with ethical slogans with VSP logo are fixed to such vehicles which are going all over the country, it will give a good publicity about the organization and its ethical concern.

11. **Publicity through Internet (outside) and Intranet (Internal):**

Wide publicity through INTRANET (internal website of RINL) and Internet (Vizag Steel website) on conduct, discipline, ethics and morals which will influence the employees attitude and behaviour.

12. **Appointment of Management Consultants on Ethics:**

Appointment of Management Consultants on implementation of Ethics in the organization would ensure proper practice of ethics, to reach the objective of one of the most ethical companies.

*Take the example of TATA STEEL which is recognized as one of the most ethical companies in the world*  
Tata Steel has been named among the world’s most ethical companies by an American think tank, Ethisphere Institute. The steel major is the one of the only two Indian companies that have featured in the 2012 list of ‘World’s Most Ethical Companies’ — the other being Wipro — prepared by US-based Ethisphere Institute. By focusing special attention and inject into the minds of each and every employee of the organization, efforts should be made to reach the objective/goal in ethical front with parallel growth of its business.

13. **Organisation of programmes/lectures of Spiritual Gurus, Saints etc:**

To organise programmes/lectures of spiritual gurus, saints etc, from reputed institutions and universities on the topic of ethical standards in public life. These programmes should be organised for the benefit of all employees and their family members.
14. **Regular conducting of SRUJAN VIKAS SCHEME – Suggestions on Ethics:**
   The present Srujan Vikas – Suggestion Reward Scheme which is existing in the organisation should also be covered with ETHICS TOPIC. The innovative suggestions should be considered for rewards taking into account the quality and practicality of the Suggestions for implementation.

15. **Incorporation of more number of misconducts in CDA Rules:**
   There are 27 misconducts as per Conduct Discipline and Appeal Rules. However, in Certified Standing Orders, there are 86 misconducts. So, there is a need to incorporate new clauses under misconducts for Executives under CDA Rules.

16. **Participation of employees to give articles for In-house Magazines on Ethics:**
   Active/voluntary participation of employees with proper advertisement in in-house magazines and conducting workshops on ethics. The employees should be encouraged by helping them to present their themes on ethics in an organised way. As they may not have the presentation skills/expertise either to paint, draft or explain, their themes should be considered positively and to be encouraged.

17. **Strengthening of existing Ethical set up:**
   The existing ethical set up in the organisation is not meeting the total requirement of the Plant. The Vigilance department and Personnel departments are to be strengthened by quality manpower who are ethical, to prevent unethical practices of some employees of the organisation.

18. **Exclusive Ethical Standards Officer:**
   Instead of giving additional charge of Ethics Management in the Organisation to the Head of Training & HRD, a separate ESO (Ethical Standards Officer) is to be appointed. The ESO will identify the drawbacks in each and every department in ethical perspective and suggest the top management to take appropriate steps in curtail unethical practices, if any.

19. **Discipline Management**
   Discipline is one of the aspects always linked with Ethics and Morals. To practice as a good Ethical and moral person, first of all, one should have discipline. So, it is imperative to suggest that there should not be any soft pedalling approach in discipline issues in the organisation.
20. **Corporate Social Responsibility:**
   The funds/financial assistance etc., from the organisation under Corporate Social Responsibility should reach the end point, i.e. the needy. In some situations, instead of following the activities as a copy-cat from other PSUs, it may be appropriate to assess the actual requirements and extent the helping hand. Proper audit/vigilance/control should be exercised on the funds usage/disbursement under this activity.

21. **Maintaining Good Corporate Governance:**
   By maintaining good corporate governance, we can bring good ethics/morals among employees in the organisation.

22. **Adequate Pay structure, Incentives and welfare amenities to employees:**
   Providing adequate pay and incentives to employees will improve ethical standards in the organisation. If an employee is provided with sufficient amount as monthly pay to meet his day-to-day requirements and future needs, the chances for opting corrupt means, speed money, bribes etc, can be curtailed. So, the organisation should assess growth and development of its employees in all aspects to lead ethical way of life.

23. **Provide better safety, welfare, motivational packages/schemes:**
   It is suggested that better safety, welfare, motivational packages/schemes are to be provided by the management which will avoid employees not to divert to unethical means.

24. To review ethical performance of the employees all over the organisation in a continuous manner.

25. Training Sessions on ETHICS should be more practical and should related to contemporary issues and not as theory classes.

26. TOP MANAGEMENT should bind to the ethical standards and practice the same before preaching or influencing the same on its employees.
xi. **SCOPE FOR FURTHER STUDY:**

The present inquiry is a case study of Visakhapatnam Steel Plant and it attempted to cover the ethical procedure and practices. The main purpose of the study is in turn indicates the gap between what is known and what is unknown. The present study being exploratory seems to provide the basic infrastructure by providing an understanding of the various factors of ethical practices. The study also provides suitable methodological base which can be useful for further research. One important area is behavioral aspect of the employees. The employee’s behavioral aspect in Visakhapatnam Steel Plant with particular reference to ethics needs to be studied. The relationship between the ethical standards and ethical management should also be covered. A number of Committees and Councils are to be constituted at difference levels of the organization to maintain effective ethical culture. As revealed by the study, a few more improvements are to be made to better the functioning of the Ethical management in the organization. If these problems are studied at length, ways and means can be identified to make the ethical practice more meaningful and useful to maintain ‘Effective ethical culture’. Such an approach is believed to be conducive for promoting an effective and appropriate organizations culture.