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ORGANIZATION DISCIPLINARY STRATEGIES AND EMPLOYEES' PRODUCTIVITY IN SELECTED MANUFACTURING COMPANIES IN ILORIN WEST LOCAL GOVERNMENT, KWARA STATE

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Abstract
Organizations are made up of groups of people and individuals who are interrelated, interdependent, and work together to achieve organizational goals. The co-existence of employees on daily basis to fulfill their job-roles and to contribute effectively to the organizations often influence the workplace due to differences in abilities, attitudes, values and perceptions of employees which facilitate conflict in any organization hence the need for disciplinary measures to create harmonious working environment and a effective and productive organization. The main objective of this study was to examine the effect of organization disciplinary strategies on employee productivity. The study adopted a survey research design. The study population comprises of 37 registered manufacturing companies in Ilorin West Local Government Area of Kwara State. 26 manufacturing companies were randomly selected as sample frame and they comprise of 268 management staff in total. The sample size was determined by adopting Taro Yamane formula. Data were collected through the use of questionnaire administration to the selected management staff of the companies. Correlation and multiple regression analysis were used to test the formulated hypotheses. The result of the correlation analysis revealed that a perfect positive relationship exist between disciplinary strategies and employee productivity ($r=0.976$, $p<0.0001$) similarly, the result of the multiple regression revealed that 67% of variation in increase in employee productivity and 5% level of significance ($0.00<0.05$) is explained by the code of conduct. The study recommended that the organisation should set preventive measures in setting clear expectations on employee behavior and performance and ensure that written policies, procedures and work rules regarding discipline are made communicated to employees through the code of conduct.

Keywords: Discipline, Employee, Productivity, Organisation, Ilorin-West, Kwara State.

1. Introduction

Organizations, in any context, are made up of groups of people and individuals who are interdependent, and work together to achieve organizational goals and objectives. Therefore, these people interact with one another on a daily basis to fulfill their job-roles and to contribute effectively to their organizations. However, individuals enter the workplace with their own unique abilities, attitudes, values and perceptions, and this in itself can be a source of conflict in any organization (Robbins, Odendaal & Roodt, (2003). To resolve conflict between individuals and groups, and to ensure a harmonious work environment, managers, supervisors and other leaders utilize disciplinary action to prevent escalation and to maintain industrial peace. Disciplinary action, in its essence, is designed to correct behavior and to maintain balance in the employment relationship (Grogan, 2009).

Discipline in an organization ensures productivity and efficiency. It encourages harmony and co-operation among employees as well as act as a morale booster for the employees. According to Bentley (1998) as cited by Vonai (2013), the management of workplace discipline remains a key problem in employee relations, and is one of the most discernible sources of conflict at work. Dessenco and Robbins (1999) define discipline as the conditions in the organization where employees conduct themselves in accordance with the organization's rules and standards of acceptable behavior. Redeker (1983), mentions that discipline aims to create and maintain mutual respect and trust between management and the employees. He further notes that discipline may have long term cost to the company if it is not well managed and these include legal costs, time lost in preparing or attending court cases, reduction in productivity and expense associated with replacing staff.

Mikula (2003),postulates that there are numerous actions which can be taken by management to solve a problem with an employee without taking formal disciplinary action within its framework, the options encompasses the following: effective screening on recruitment, informal communications, training, rejecting the employee during probation, drafting position descriptions, written policies and procedures, and otherwise communicating clear expectations of what management requires and how the work should be performed, periodic written evaluation especially of new employees. It is the duty of the HR to recruit and select the right candidate at the right time. Thus, certain questions have to be answered when recruiting employee that is Why? How? When? and what? This helps us to come with the right candidate. From the above analysis one can boldly say that discipline must be hitched right at the recruitment stage, the HR must therefore recruit for attitude as well as for aptitude. It is the employees" personal attributes that shapes their behavior. In spite of these studies, there was little evidence of any study carried out to determine the effects of disciplinary strategy on employee productivity and it is against this background that the study examines the effects of disciplinary strategy on employee productivity.

Objectives of Study

The primary objective of this study is to examine the effect of organization disciplinary strategies on employee productivity. Other specific objectives are to;

i evaluate the influence of disciplinary strategies on employee productivity?
ii examine effect of organization disciplinary strategies employee productivity.

2. Literature Review

Conceptual Clarifications

Concept of Discipline

Discipline is modulation of human behavior for desired performance. It is consolidation, conserving and canalizing human synergy for organizational excellence. Discipline encourages employees to confirm to the established norms of performance and observe organizational values and standards of behavior. It anchors the employees' behavior and check them from frittering away. It provides cohesion and direction to the team and organization to move in tandem to achieve the goal. Webster's Dictionary gives three basic meanings to the word 'discipline, the first being that of training that corrects, molds, strengthens or perfects. The second meaning is control gained by enforcing obedience and the third, punishment or chastisement. By combining the first and second definitions you can say that discipline involves the conditioning or molding of behavior by applying rewards or you can say that discipline involves the conditioning or molding of behavior

by applying rewards or penalties. The third meaning is narrower in that it pertains only to the act of punishing wrongdoers. Besides these broad definitions, there are others referring to organizational life in particular, for example: Discipline is a procedure that corrects or punishes a subordinate because a rule of procedure has been violated (Dessler, 2001).

Discipline may be thought of as that force which prompts an individual or group to observe rules, regulations and procedures that are deemed necessary to the attainment of an objective. It is a force or fearof force which restrains individuals or groups from doing things that are deemed obstructive to group objectives or the exercise of restraints or enforcement of penalties for the violation of group regulations. Discipline is a conscious effort to influence conduct toward the achievement of desired results and toward the prevention of undesired results (stokes 1960).

Types of Discipline

There are different types of discipline. It is the specific function discipline performs that determines its type. They include: Preventive Discipline, Corrective Discipline and Progressive Discipline. Eby (2005)

Preventive Discipline: It is regarded as preventive when organization design and put in place programs or measures that discourage or dissuade organizational members from coming late, absenteeism, redundancy, disobedience to superior officer, insubordination among others. Preventive discipline is meant to prevent violation or deviation. Therefore, it is usually stated expressly without ambiguity in simple terms for the high and the low in the organization to understand the message. For example "Loitering during work hours is prohibited".

Corrective Discipline: This form of discipline is an act against violators and nonconformist. It emanates as a result of organizational member flagrant disobedience to what the management frowns at in their rules and regulations or violating standards. While preventive discipline is preemptive in nature, corrective discipline is serves two purposes which are (i) to reform or discourage further violation by sanctioning the violator and (ii) to prevent future or forestall future reoccurrence of the undesirable behavior among other employees (to serve as a deterrent). The tool of corrective discipline is penalty or sanction while the preventive discipline can be regarded as threat.

Progressive Discipline: It is a disciplinary system that employs the use of higher or stronger penalties for offences that are repeatedly committed. The penalty graduated from the minor to the major. As the offender repeats the same offence, the subsequent penalty increases in severity until it gets to the most severe. (Donkin, 2002).

Approaches to Discipline

According to Donkin (2005) there are two approaches to discipline as follows:

i. **Constructive Positive Approach:** This approach fosters co-operation and high level of morale among employees in the sense that written rules and procedures are obeyed willingly. This is achieved through instruction which should be explained in such a way that they are understood and if doubted are re-explained again. The constructive approach provides that all employees be treated fairly without personal preference or prejudice. A careful study of each individual should be made in attempting to harmonize the effects of

all employees. Bullying, shouting or becoming impatient when matters are not proceeding according to expectations should not be encouraged. However, matters related to security and safety should not be compromised. Employees should be encouraged to ask questions and also should be counseled when they have problems or when they make mistakes and that managers should lead from the front in observing rules. Management should make effort to study the personalities in groups to avoid putting together people who are not likely to co-operate. If punishment is necessary it should be clear, consistent, fair, objective, impersonal and immediate (Storey, 2000).

- **Negative Punitive Discipline Approach.** Negative discipline approach refers to control by force, threats and even end up in dismissal of an employee. It is traditionally referred to as autocratic exploitation. It is a failure in itself because although workers may comply with rules, they often produce minimum output and show dissatisfaction in many ways. There are alternative approaches to punitive discipline like attacking their personal character/ traits and criticizing the workers in presence of their colleagues by pointing out their short comings. Armstrong, (2009).
- **Management Approach to Discipline**. Management can adopt any of the five possible approaches of discipline. (Aminnuddin, 1997)

a. Punitive approach
b. The judicial approach
c. The human relations approach
d. The human resources approach
e. The group dynamics approach
f. Leadership approach

A. Punitive Approach

The traditional approach to dealing with problems of indiscipline tends to emphasize the coercive and punitive methods within the rational-legal framework. The underlying assumptions behind such an approach are;

- That people need to be coerced or forced to conform to the norms of a group or organization, thereby, necessitating policing functions on the part of the supervisory and managerial personnel; and
- That punishment is necessary for correcting deviations and changing the behavior of people in a desirable direction.

B. Judicial Approach

The judicial approach has a serious limitation in dealing with the problems of indiscipline in a constructive manner. It is invariably resorted to as an aftereffect, that is, when the situation of indiscipline has already arisen. Thus, the corrective action creates a time lag between the occurrence of undisciplined behavior and the initiation of necessary action. Despite several limitations, however, this approach is quite frequently adopted in Indian industries. This indeed has advantages in the sense that it follows the law of natural justice and it provides the offender every opportunity to state his/her side of the case.

C. Human Relations Approach

Due to the problems mentioned above, there is yet another school of thought which advocates a more humanistic approach to dealing with the problems of indiscipline. This approach is often

labeled as a 'human relations' approach where the emphasis is on establishing a healthy interpersonal relationship between the leader and the employees. The offending employees are treated as human beings and their total personality and behavior are taken into consideration. An attempt is made to probe deeper into the causes leading to acts of indiscipline. Even causes stemming from personal factors are considered to be of relevance. Corrective mechanisms involve being considerate to the employees and helping them to get over their personal difficulty by change of assignments, shifts etc. Punitive actions are avoided as much as possible.

D. Human Resources Development (HRD) Approach

Another approach of relatively recent origin in managerial discipline may be called the human resources development model. The emphasis in this approach is to treat employees as the most important resource in an organization. Like any other resource, human beings can become assets or liabilities to an organization depending on how they are utilized and developed. Human beings are seen as basically active, willing to put in hard work, responsible, and disciplined. Most people prefer and enjoy situations that are characterized by discipline and order rather than indiscipline and chaos.

E. Group Dynamics Approach

There has been a growing tendency to use groups as effective instruments in dealing with problems of indiscipline and deviations. Groups, both formal and informal, have tremendous influence on their members and demand a high degree of conformity to certain central norms as a price of retaining membership of a group. It is a well- known fact that peer group influence plays a greater role in controlling one's behavior and in learning the different modes of behavior. Reference groups, likewise, act as catalysts for employees to emulate the norms and behavior of those groups. Thus, if organizational norms are accepted by groups—formal and informal—in an organization, the task of maintaining conformity to those norms can be left to the groups. This is likely to be more effective than managements or formal leaders trying to control adherence to norms from a distance and by imposing occasional penalties.

F. Leadership Approach

Leadership, as a process of influencing employees to act and behave in a manner conducive to achieving organizational goals and in accordance with the norms laid down, plays an important role in strengthening a culture of positive and constructive discipline in an organization. The leadership style based on mutuality of interaction, persuasion, healthy interpersonal relationships, and participation and involvement of employees in norm-setting processes is more conducive to ensuring conformity to the norms and generating commitment to organizational policies and objectives. (Aminnuddin, 1997)

Disciplinary Investigation

A disciplinary investigation involves the following steps when it is viewed as a process. Opatha (2009).

i. Preliminary investigation
ii. Suspend the service pending enquiry, if necessary.
iii. Issue a charge sheet.
iv. Obtain letter of explanation and make decisions based on it.
v. Conduct a formal inquiry.

Each step is detailed below.

i. **Preliminary Investigation**

Allegations of wrong doing may come from any number of people such as an employee's superior, a colleague, a customer, or anybody with whom the employee comes into contact (Aminuddin, [illegible]). For the purpose of formalizing this, it is possible to introduce a form, which may be called Rule Violation Report Form.

ii. **Suspension**

In case of a very serious rule violation, which leads to dismissal of the employee if proven, a need for immediate suspension of the suspected employee's service arises. An order of immediate suspension should be issued by the top management or the Human Resource Director/Manager on behalf of the top management. Generally the suspension period may be two weeks and it may go even up to the end of the disciplinary investigation.

iii. **Charge Sheet**

Third step of the process of disciplinary investigation is to issue a charge sheet to the accused employee by the relevant authority, usually the Human Resource Director/Manager on behalf of the top management. The charge sheet should

- be written.
- be clear and brief.
- describe the rule violations.
- indicate accusations for each rule violation.
- ask an explanation in writing for each rule violation within a stipulated time period.
- indicate how and to whom the letter of explanation should be sent.
- be sent to an accused who is on suspension through the registered post. Otherwise, be handed over to the employee. Signature of the accused should need to be obtained so as to ensure the receipt of the charge sheet by the accused in order to avoid a situation where the suspected denies the receipt of the charge sheet.

iv. **Receipt of Letter of Explanation**

Depending on the nature of the letter of explanation sent by the accused the management has to make decisions regarding the continuity of the investigation. There are five main possible natures of the letter of explanation.

i. The accused accepts that he/she is guilty of all the charges. The management should decide to stop further processing on the investigation and then should concentrate on deciding the penalty/penalties.
ii. The accused denies all the charges with acceptable reasons. If defending reasons are acceptable the management should release him/her from all the charges and should declare so issuing a written letter to the accused. A statement of regret for the inconvenience occurred is to be included in this letter from the point of human relations.
iii. The accused denies all the charges with unacceptable reasons. If defending reasons are unacceptable the management should proceed further. A formal inquiry will need to be held.
iv. The accused accepts that he/she is guilty of some charges and denies other charges. If defending reasons for denying charges are acceptable, the management should release him/her from those charges and declare by sending a letter as recommended under (ii). If

defending reasons for denying charges are not acceptable, a formal inquiry will need to be held to determine whether the accused is guilty for those charges.

v. The accused does not reply. The management should send another copy of the charge sheet under the registered post if the accused is on suspension or otherwise (if the accused is working in the organization) hand over and get signature so as to ensure the receipt of the sheet. The second copy should contain an additional statement that if the employee fails to reply for the second time to the management will assume that the accused has no answers and will be treated as guilty of all the accusations in the charge sheet. As stated in the charge sheet, the management can decide that the accused is guilty of the charges and decide to hold a formal inquiry.

To hold a formal inquiry when the accused denies all or some of the charges with unacceptable reasons or does not reply the charge sheet for the second time is a principle for an organization to follow.

v. Formal Inquiry

It is very important to appoint qualified managers in terms of education, experience, honesty, confidence and impartiality as inquiring officers. The most qualified person should be appointed as the chairperson of the panel. The role of the panel is to listen to the evidence presented by the management and to the defense made by the employee and decide whether the latter is indeed guilty of the charges against him/her (Aminuddin, 1997).

It is generally good to have the panel consisting of three persons, one qualified in Human Resource Management, one qualified in Law and the other qualified in General Management. If the organization is a medium size or small one two persons may be good. Inquiring officers should be unprejudiced and they should not be the same persons who carried out the preliminary investigation of the rule violation(s).

Fixing a date and a place suitable for the inquiry should be done. Also the accused should be informed about the inquiry and called for it. It is fair to allow the accused to bring a trade union representative if he/she belongs to any recognized union. It should be allowed for the accused to bring any relevant documents for his/her defense and any witnesses who are ready to give evidence on his/her behalf.

Principles of good disciplinary system

According to India Labor Conference (1957), the principles of a good discipline system are as follows;

- Code of conduct- with the consent of both parties for establishment of discipline, a code of rules and regulations should be drawn up. These rules should be such that everyone can understand and follow them easily. They should be properly communicated.
- Treatment of Equality- All workers should be equally treated on the basis of this code. Without any partiality, disobedience to the provisions of the code should be punished.
- Responsible Person - On the basis of the code, responsibility of disciplinary action should be in the hands of a responsible person who can give orders to the subordinates.

- Full Knowledge of Administration - workers should have knowledge of the rules and their administration and it should be made clear for which violation the punishment is applicable.
- Preventive Measures - The management should stress on the positive discipline, hence it must exercise preventive measures for maintaining discipline.
- Appeal - Responsibility of maintaining discipline should be with the supervisor or foreman. His duty is to prove the indiscipline. The person accused should have the right to appeal before the higher officials.
- Natural Justice - Discipline should be based on natural justice. Person should be given a hearing and then only any decision is to be taken.

Employee Productivity

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

Determinants of Productivity in Disciplinary Actions

According to Armstrong (2010), there are four major determinants of organizational productivity in disciplinary actions;

Careful Selection of Employees: Selection practice (something which occurs long before discipline becomes an issue) are significant in determining how an organization will function. Selection should be done carefully giving consideration to emotional maturity, sense of responsibility and personal integrity. Internal discipline within an organization is dependent on the characteristics of its individual member; therefore, disciplinary action appropriate in one organization may be inappropriate in another organization.

An Effective Motivational System: In well-disciplined organizations employees are given positive incentives to be productive and live by the rules. Self-discipline employees who are highly productive, punctual observant of work rules and respectful of the rights of others are rewarded for their behavior. On the other hand disciplinary actions must be used to maintain standards of conducts and productivity in reversed situations.

Necessary Rules and Regulations: Rules once they have served their purpose should be thrown out. Rules should make sense to the employees to whom they apply. It should be noted that rules related to disciplinary action ought to be reviewed from time to time. There should not be too many

rules (especially rules that seem unrelated to the job at hand) and regulations because it suggests to employees that they lack the intelligence and maturity for self-discipline.

Awareness that rules will be enforced: Employees are more likely to conform to organization standard if they are confident they will be punished for failing to do so. Employees need the security and predictability of knowing work standards will be maintained.

Theoretical Review

Two theories were examined which include the progressive discipline theory and punitive discipline theory of Brent Johnson and Douglas Mc Gregor's theory X and Y. The later shall be adopted for the purpose of this study.

Progressive Discipline Theory

This theory was advanced by Brent (2010), through his research on implementation of disciplinary policies in the UK firms. The term progressive discipline signifies an approach to modify undesirable employee behavior through the use of a range of disciplinary consequences that are applied depending upon the nature and history of the particular employees' misconduct. These disciplinary actions often include verbal warnings, formal probationary notices, suspensions without pay and demotions.

Punitive Theory of Discipline

Punitive discipline is alternatively known as "zero tolerance" and this is a situation where any and every employee infraction results in immediate discharge or hidden dissatisfaction. A discharge takes place when management decides that there is a poor fit between an employee and the organization. The discharge is a result of either poor performance or the employees' failure to change some unacceptable behavior that management has tried repeatedly to correct. Armstrong, (2009).

Brent (2010) emphasized that all employers practice progressive discipline whether they know it or not and whether they have a formal progressive discipline or not. The only alternative is the punitive approach whereby employees are arbitrary discharged without warnings. He further noted that overall workplace morale and productivity will undoubtedly suffer if employees perceive that an employer unfairly terminates employees without offering an opportunity to correct the problem.

Douglas Mc Gregor Theory X and Y

McGregor (1960) developed a philosophical view of humankind with his Theory X and Theory Y These are two opposing perceptions about how people view human behavior at work and organizational life. Theory X states that; People have an inherent dislike for work and will avoid it whenever possible, People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives, People prefer to be directed, do not want responsibility, and have little or no ambition and People seek security above all else. With Theory X assumptions, management's role is to coerce and control employees.

On the other hand Theory Y states; Work is as natural as play and rest, People will exercise self-direction if they are committed to the objectives, Commitment to objectives is a function of the rewards associated with their achievement, People learn to accept and seek responsibility,

Creativity, ingenuity, and imagination are widely distributed among the population. People are capable of using these abilities to solve an organizational problem and People have potential. With Theory Y assumptions, management's role is to develop the potential in employees and help them to release that potential towards common goals.

This theoretical framework relates the discipline measures with employees' performance. It further suggests that there are critical linkages through a number of intermediate factors. Discipline should be imposed without generating resentment to develop employees to perform in an organization.

Empirical Studies

Idris and Alegbeleye (2015) studied on discipline and organizational effectiveness and they worked on the Nigeria Customs. The major focus of their study was to establish if there is a relationship between discipline and personnel's performance and effectiveness in Nigeria Custom Service. Their study revealed that one of the causes of high disciplinary cases in the Nigeria Customs Service is blamed on god-fatherism and favoritism.

Wanjiru (2009) conducted a study on the effect of employee disciplinary procedures on employee performance at the Postal Corporation of Kenya. He opined that Indiscipline in any organization has devastating consequences on job performance. Some of these consequences include loss of working hours, destruction of property, failure to meet the performance targets and most importantly cause the organization not to have a competitive advantage, thereby not meeting its vision and mission. However, when disciplinary procedures are properly applied they lead to high motivation on the part of employees thereby producing high performance for the organization.

Apalia (2017) carried out his research work on the effect of discipline management on employee performance in an organization with county education human resource department, Kenya. The study concludes that the effective disciplinary policy County Education Office Human Resource Department in Turkana County are effective in that the organization has helped in controlling employee's behavior by ensuring there is teamwork and cohesion in the organization.

3. Methodology

Survey research design is use for this study. Survey design is chosen because the major characteristics of all survey design is lack of control as the researcher cannot manipulate or control the response or answers provided by the respondent also the limitations and the condition under which the data is collected is known. The study population comprises of 37 registered manufacturing companies in Ilorin West Local Government Area of Kwara State according Corporate Affairs Commission Record, Ilorin. 26 manufacturing companies were randomly selected as sample frame and they comprise of 268 management staff in total. The sample size was determined by adopting Taro Yamane formula presented as follows

$$n = \frac{N}{(1 + Ne^2)}$$

Where: n = sample size required

N = population size

e = significant level (allowed error %)

N =

e = 0.05

$$n = \frac{268}{(1 + (268)(0.05^2)}$$

$$\frac{268}{1 + (268)(0.05^2)} = 160$$

Thus, 160 copies of questionnaire were administered to the management staff of selected manufacturing company in order to generate data for the study. The questions in the questionnaire are close-end questions and are measured on a 5 point likert's scales; Strongly Disagree-1, Disagree-2, Undecided-3, Agreed-4 and Strongly Agreed-5

The data was analyzed based on the information generated from the respondents. With the aid of Statistical Package for Social Sciences (SPSS), Correlation and multiple regression statistical tools were used to test the study hypotheses formulated.

4. Results and Discussions

Test of Hypotheses

The analysis of result is based on the objectives and hypothesis formulated in chapter one of this research. The output of correlation and regression of the data collected from respondents is as shown below;

Hypothesis one

H_{0i}: There is no significant relationship between organizational disciplinary strategies and employee productivity.

Correlations

		Employee Productivity	Disciplinary Strategies
Employee Productivity	Pearson Correlation	1	.976**
	Sig. (2-tailed)		.000
	N	160	160
Disciplinary	Pearson Correlation	.976**	1
	Sig. (2-tailed)	.000	
	N	160	160

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher's fieldwork report, 2019.

The table above presents the result of correlation analysis for hypothesis one (1) which depicts the relationship between disciplinary strategies and employee productivity. As shown in the above table, the correlation significance of .000 is less than the alpha level of .05, hence the null hypothesis which states that "there is no significant influence of disciplinary strategies on employee productivity" is rejected and alternate hypothesis is therefore accepted.

This signifies that there is a relationship between the two variables. The correlation coefficient gives r = 0.976, meaning that there is a perfect positive relationship between disciplinary strategies and employee productivity. That is, both variable move in the same direction. This implies that the

rate of business process reengineering will increase by approximately 98% with increase in disciplinary strategies which signifies a corresponding increase in employee productivity.

Hypothesis two

Ho: Organization disciplinary strategies have no effect on employee productivity.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820[a]	.673	.670	.705

a. Predictors: (Constant), Progressive Discipline, Preventive discipline

Source: Researcher's fieldwork report, 2019.

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	232.119	2	116.059	233.805	.000[a]
	Residual	112.681	157	.496		
	Total	344.800	159			

a. Predictors: Preventive discipline and progressive discipline

b. Dependent Variable: Increase in Employee Productivity

Source: Researcher's fieldwork report, 2019.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.537	.132		11.666	.000
	Preventive Discipline	.610	.102	.527	5.972	.000
	Progressive Discipline	.355	.100	.313	3.545	.000

Dependent Variable: Increase in Employee Productivity

Source: Researcher's fieldwork report, 2019.

In the above summary shows the R^2 which is an indication of the coefficient of determination. The R^2 gives approximately 67.3%, which means that 67.3% of Disciplinary Strategies (dependent variable) is affected by Preventive Discipline and Progressive Discipline (independent variables) while the remaining percentage of Disciplinary Strategies may be affected and determined by other unexplained factors.

The F-statistic as shown from the ANOVA table above is significant since the ANOVA significance of .001 is less than the alpha level of .05, thus the overall model is significant. Therefore Organization Discipline Strategies have a direct relationship with Increase in Employee Productivity and the coefficients of individual independent variable indicated that Preventive Discipline (0.610) has effect on Employee Productivity in the above table. In addition, the p-value and t-statistics value of (.0001) and 5.972 further suggest that the relationship between Organizational Discipline and Increase in Employee Productivity is significant since alpha level of .05 is greater than the p-value.

Also, the coefficients of individual independent variable indicated that Progressive Discipline (.313) has effect on Employee Productivity. In addition, the p-value and t-statistics value of (.0001) and 3.545 further suggest that the relationship between Progressive Discipline and Increase in Employee Productivity is significant since alpha level of .05 is greater than the p-value.
Therefore since R^2 of 67.3% is positive and the ANOVA significance of .001 is less than the p-value of .05, then the null hypothesis is REJECTED. Hence, it can be concluded that disciplinary strategies in organizations have significant influence on Increase in employee productivity.

Discussion of Findings

The result explains that discipline is not only necessary for a good atmosphere in an organization; it is also a prerequisite for productivity and efficiency in all organizations. Without the use of disciplinary actions, humans (organization's staff) may wander away or carry on lackadaisical attitude towards work and this may hamper organizational success hence, the need for various applications of disciplinary measures such as the preventive discipline, corrective discipline and progressive discipline, all to ensure success (productivity) in organization.

The first objective is to evaluate the relationship between of disciplinary strategies and employee productivity and the obtained result validates the null hypothesis that says; there is no significant influence of disciplinary strategies on employee productivity and accept the alternative hypothesis that disciplinary strategies have tremendous effect on employee productivity and this is in line with McGregors theory x and y. According to McGregor(1960), people in the X group have an inherent dislike for work and will avoid it where possible, it is therefore necessary for the management of organizations to employ disciplinary strategies so as to make them (employees) productive.

The null hypothesis two which states that organization discipline strategies does not have significant effect on increase in employee productivity was also rejected as depicted from the result. Organizational discipline in this case was examined from the angle of preventive and progressive discipline. Dumisanl (2002) explained that when organizations put in place measures that discourage organizational members from coming late, absenteeism, insubordination etc, it is engaging in preventive discipline and the aim is to booster productivity.

5. Conclusion and Recommendations

The study established that disciplinary strategies and its variables have significant influence on employee productivity and that communication and motivation are effective tools to effect disciplinary actions and obtains higher performance. The study also found out that diligent study of employee personality traits is necessary before imposition of disciplinary actions on staff

members and this will help the management in the right application of disciplinary actions. The study also found out that having full knowledge of the rules and their application brings about productivity and compliance on the part of staff members therefore, every organization should have a code of conduct guiding the actions of its employees to ensure full compliance and productive performance.

It is recommended based on the conclusion that, discipline in the selected manufacturing company has the potency of enhancing employee productivity. It is therefore recommended that management should set preventive measures in setting clear expectations on employee behavior and performance and ensure that written policies, procedures and work rules regarding discipline are made communicated to employees through the code of conduct. The selected manufacturing company should endeavor to administer fair disciplinary procedures by following due processes so as to create a harmonious work environment for the parties of employment. The researcher therefore recommends that management should try and coach/counsel/educate employees on disciplinary procedures and other work related matters and that employee are fully aware of the rules and their application. Management should also ensure that effective disciplinary actions are carried out in the organization by following standard procedures without compromising fairness and consistency. The researcher also recommends that the selected manufacturing company have a published code of conduct and whenever there is a review of code of conduct; staff members or employee representatives should be involved as this will give a sense of belongingness to the workers. Seminars and workshops should be organized occasionally in the selected manufacturing company to enlighten staff on proper discipline and expected work performance. These seminars when properly utilized will greatly improve performance

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