

# **EFFECTS OF DISCIPLINARY PROCEDURES AND CODE OF DISCIPLINE ON EMPLOYEE PERFORMANCE IN AN ORGANIZATION: THE CASE OF COUNTY EDUCATION OFFICE HUMAN RESOURCE DEPARTMENT, TURKANA COUNTY**

**Apalia Ekakoron Anthony**

Master of Business Administration in Strategic Management, Mount Kenya University, Kenya

**Dr. Chesoli Joshua Wafula**

Mount Kenya University, Kenya

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## **ABSTRACT**

The purpose of the study was to investigate the effects of disciplinary procedures and code of discipline on employee performance in County Education Office of Turkana County. Specifically the study aimed; to determine the effects of code of discipline on performance and to determine the effects of disciplinary procedures on performance. The study was conducted using a case study design. The target population for this study was employees from the county education office in Lodwar which composed a total population of 171 employees. The study sample comprised 1 (one) District Education Officer, 4 (four) departmental managers and 166 (one hundred and sixteen) employees in the education office reflecting the ratio in the county office accessible sample staff size. The study employed purposive, stratified and simple random sampling techniques. Primary data was collected with the help of a questionnaire. Quantitative and qualitative data analytical techniques were used. Quantitative data from questionnaires were coded and

summarized using descriptive statistics, measures of variability, frequency distributions and percentages. They thereafter analyzed using Statistical Package for Social Sciences (SPSS) version 20. Data was tested for significance using regression. Test for significance was done using the Pearson product-moment of correlation coefficient. The study also 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. The study also recommends that although disciplinary policy are important in bringing sanity to the organisation, the government should seek to address the pertinent issues like complex disciplinary regime that has impeded employee performance in the country.

**Key Words:** *disciplinary procedures, code of discipline, employee performance, organization, county education office human resource department, Turkana County*

## **INTRODUCTION**

Over the years, organizations have developed different mechanisms for providing employees with a formal opportunity to improve unacceptable performance. The first structured introduction of discipline into organizations was established in the United States of America in the 1930s in response to the trade unions' request eliminating summary terminations. It's in this place a progressive system of punishment was developed. It was envisaged that this process would provide a worker with protection against job loss (Guffey & Helms, 2001). The concept of discipline in organizational context has been defined effectively by Kazdin's as, "Punishment is the presentation of an aversive event or the removal of a positive event following a response which decreases the frequency of that response" (1975, pp. 33-34). A relationship or contingency exists between a response and the aversive consequences or stimuli (Arvey, 1980). In simple terms, the measure is the product that is used when certain behaviors are observed. The product is meant to be unpleasant to discourage recurrence.

Locally where there are organizations where a number of people work together, it is quite likely that company rules get broken intentionally or unintentionally. A single instance of violation, under genuine and well-justified circumstances might be forgiven. Repeated instances of violation might compel the company management to take strict action against an employee in the form of suspension, termination of job and penalty. Organizations might directly take such firm action, or issue a warning letter to the employee to give the employee a second chance (Jan, 2002).

## **STATEMENT OF THE PROBLEM**

For decades, organizations have used a fairly standardized procedure to handle familiar personnel problems such as absenteeism, poor performance, and other misconduct. This approach, usually called "progressive discipline," provides for an increasingly serious series of penalties - reprimands, warnings, suspensions without pay - when employees fall out of step with the organization's expectations. When problems arise, the job of the manager is to find the punishment that fits the crime. Despite all these changes organizations in the County are still glued on traditional outdated approaches of discipline management and it's in this light that the research seeks to dig out the effects of disciplinary procedures and code of discipline on employee performance in County education office human resource department, Turkana County.

## **GENERAL OBJECTIVE**

The purpose of the study was to investigate the effects of disciplinary procedures and code of discipline on employee performance in county education office human resource department, Turkana County.

## **SPECIFIC OBJECTIVES**

1. To determine the effects of code of discipline on performance,
2. To determine the effects of disciplinary procedures on performance

## **THEORETICAL FRAMEWORK**

This theory will be profound from Douglas McGregor (1906-1964) who developed a philosophical view of humankind with his Theory X and Theory Y. These are two opposing perceptions about how people view human behaviour at work and organisational 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 organisational 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 organisational 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.

## **RESEARCH METHODOLOGY**

### **Research Design**

The study was conducted using a case study design. This design aimed to collect data without manipulating the research variables or the respondents in an attempt to get the perception of the respondents.

### **Target Population**

The target population for this study was employees from the county education office in Lodwar which composed a total population of 171 employees.

### **Sample Size**

The accessible samples for this study were employees of the county education office in Lodwar. The study sample comprised 1 (one) District Education Officer, 4 (four) departmental managers and 166 (one hundred and sixteen) employees in the education office reflecting the ratio in the county office accessible sample staff size Mugenda & Abel (1999), suggest that for descriptive studies of the accessible population was enough sample.

### **Sampling Design**

The study employed purposive, stratified and simple random sampling techniques. First the researcher used the purposive technique to identify the District Education Officer and the departmental managers of the county education office in Lodwar. The population studied was then sub divided into stratum to get a more homogenous sub population. Thereafter Stratified sampling technique and simple random sampling was used to select the employees of the county education office in Lodwar. This method was used in order to avoid biasness whereby every member in the study category had an equal chance of participating in the study.

### **Data Collection Instruments**

In this study the primary data was collected with the help of a questionnaire, which was administered to the target population in the county education office in Lodwar. The questionnaires were in line with the study objectives, and contained both open and closed ended questions.

### **Data Collection Procedure**

The questionnaire was administered to sampled respondents either through self or researcher administered methods. In the self-administered method, questionnaires were hand-delivered to respondents who were requested to complete the questionnaires themselves and sent them

back to the researcher. For the respondents who indicated that they were committed or who had other assignments, the researcher used the questionnaire to interview the respondents.

### **Data Analysis**

Quantitative and qualitative data analytical techniques were used. Quantitative data from questionnaires were coded and summarized using descriptive statistics, measures of variability, frequency distributions and percentages. They thereafter analyzed using Statistical Package for Social Sciences (SPSS) version 20. Qualitative data was analyzed in themes and categories identifying patterns and trends that will emerge. The analysis included presentation of quotes from different respondents and recording verbatim from what some respondents say. Themes emerging from secondary data were identified and secondary data augmented the primary data. Data was tested for significance using regression formula;

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{n\sum x^2 - (\sum x)^2} \times \sqrt{n\sum y^2 - (\sum y)^2}}$$

Where X was independent variables-discipline management variables this was sub divide according to the objectives of the research to X1- Availability of the documents X2- Performance appraisal X3-Review of systems and X4-Number of Dismissal and Y was dependent variable-customer satisfaction e.g time to serve customers. Test for significance was done using the Pearson product-moment of correlation coefficient as

$$t = \frac{r}{\text{Sqrt}[(1-r^2)/(N-2)]}$$

### **Instrument Validity and Reliability**

Kothari (2000) states that validity indicates the degree to which an instrument measures what it is supposed to measure, that is the extent to which differences found with a measuring instrument reflect true differences among those being tested. Thus to enhance validity a pilot study was carried out. The pilot study helped the researcher to identify items in the research instrument which may be found to be ambiguous in eliciting required information. Reliability refers to the consistence of the research instruments. For the questionnaire, the researcher carried out a Test-Retest method where a respondent who completed the questionnaire were asked to complete it again after two weeks and his/her choices compared for consistence. According to Amin (2005), test-retest or stability test provides evidence that scores obtained on a test at one time (test) are the same or close to the same when the test is re-administered some other time (re-test).

## **RESEARCH RESULTS**

### **Disciplinary Procedures**

On ascertaining the respondents level of agreement on statements relating disciplinary procedures in the organization; respondents agreed that there were these procedures in place

as shown by a mean score of 4.10, respondents agreed that there were staff knew the contents of the document as shown by a mean score of 4.09, respondents agreed that management recognized suggestions that is reviews of the procedures as shown by a mean score of 4.01, respondents agreed that individual effort was recognized in organization performance as shown by a mean score of 3.94, respondents could neither agree nor disagree in seeing sense of motivation with the present of the document as shown by a mean score of 3.25 while respondents disagreed that they were satisfied with the procedures as shown by a mean score of 1.84.

**Table 1: Disciplinary procedures**

Statements	Mean	Standard deviation
Are these procedures in place	4.10	.097
You are satisfied with the procedures	1.84	.192
Do staff know the contents of the document	4.09	.932
Management recognizes your suggestions i.e reviews of the procedures	4.01	.9167
Individual effort is recognized in organization performance	3.94	.171
Do you see sense of motivation with the present of the document	3.25	.973
Total	21.23	3.2817
Average	3.54	0.547

### **Positive and Negative Effects of Disciplinary Procedures Application**

According to the respondents disciplinary procedures ensures in that institution growth through effective procedures and good communication. According to the respondents unlike punitive discipline, an employee proposed discipline policy encourages workers to take responsibility for their actions by allowing them to propose their own discipline. Respondents indicated progressive discipline as a form of managerial power, which ultimately results in domination of the worker. According to the respondents the application of progressive discipline on employees is particularly concentrated around industry and occupational class workers. These workers are more susceptible to disciplining by employers. An unequal power balance exists between employee and employer in the progressive discipline system because progressive discipline follows the traditional ‘power over’ model. According to the respondents progressive discipline will work if it is incorporated as a process of fostering excellence and self-improvement through positive reinforcement, rather than as a form of punishment used as negative reinforcement.

### **REGRESSION ANALYSIS**

The researcher conducted a multiple linear regression analysis so as to determine the effects of code of discipline and disciplinary procedures on employee performance in an organization and the two independent factors namely: code of discipline and disciplinary procedures.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.843	0.742	0.724	0.4216

The study used the R square. The R Square is called the coefficient of determination and tells us how the employee performance varied with code of discipline and disciplinary procedures. The two independent variables that were studied explain 74.2% of the factors affecting employee performance as represented by R Squared (Coefficient of determinant). This therefore means that other factors not studied in this research contribute 25.8% of the factors affecting employee performance.

**Table 3: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.72	9	1.302	44.231	.000(a)
	Residual	3.432	35	0.066		
	Total	15.152	26			

The study used ANOVA to establish the significance of the regression model from which an f-significance value of p less than 0.05 was established. The model is statistically significant in predicting how code of discipline and disciplinary procedures affect employee performance. This shows that the regression model has a less than 0.05 likelihood (probability) of giving a wrong prediction. This therefore means that the regression model has a confidence level of above 95% hence high reliability of the results.

**Table 4: Coefficients Results**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.116	.186		0.623	.535
Code of discipline	0.577	.068	.559	8.478	.000
Disciplinary procedures	0.157	.043	.257	3.676	.036

The established regression equation was:

$$Y = 0.116 + 0.577X_1 + 0.157X_2 + \epsilon$$

The regression equation above has established that holding all factors (code of discipline and disciplinary procedures) constant, factors affecting employee performance will be 0.116. The findings presented also shows that taking all other independent variables at zero, a unit increase in code of discipline will lead to a 0.577 increase in the scores of the employee performance. A unit increase in disciplinary procedures will lead to a 0.157 increase in employee performance. This infers that code of discipline influences the employee

performance most followed by disciplinary procedures. The study also established a significant relationship between employee performance and the independent variables; code of discipline ( $p=0.00<0.05$ ) and disciplinary procedures ( $p=0.036<0.05$ ), as shown by the  $p$  values. The researcher dropped the regression model because  $p>0.5$  and  $t<1.96$ . Therefore the restated model is as follows:

$$Y=0.577X_1+0.157X_2+ \varepsilon$$

## **CONCLUSIONS**

The study concludes that the current code of discipline is effective and this has led to increased employees' knowledge, broadened employees' perspective, extended the application of knowledge to work and has led to promotion of employees. The study concludes that the disciplinary procedures at the County Education Office Human Resource Department in Turkana County are satisfactory and this was found to be so in that the procedures were in place, the employees were satisfied with the procedures, for they know the contents of the document, the management recognized the employees suggestions and that individual effort were recognized in the organization performance. The study finally concludes that, holding all factors (code of discipline and disciplinary) constant, factors affecting employee performance will be 0.116. The findings presented also shows that taking all other independent variables at zero, a unit increase in code of discipline will lead to an increase in the scores of the employee performance. A unit increase in disciplinary procedures will lead to an increase in employee performance.

## **RECOMMENDATIONS**

The study recommends that since current code of discipline affected the employee performance to a very great extent, there should be increased support for learning of the code of discipline and new employees should go through proper induction and this will ensure performance throughout the employees stay in the organisation. Managers and supervisors should therefore be responsible for the investigation of counter-productive behaviour, preferably by conducting personal interviews with offenders in order to determine the causes of their misconduct and to address personal problems, if necessary.

The study further recommends that since disciplinary procedures at the County Education Office Human Resource Department in Turkana County; the government should come up with policies on how to disciplinary the employees and the mechanism should fast be vetted to ensure they are not harsh so that employees don't fear the process of discipline but respect it. Managers should support individuals under emotional pressure, identify possible warning signs, and attempt to ease the pressure wherever possible.

Human resource management could utilise the recommended guidelines for more effective application of discipline in organisations. These guidelines encompass the process of positive discipline. Positive discipline corrects defiant employee behaviour through support, respect and people-oriented leadership. Positive discipline is a management philosophy that assumes

that improved employee behaviour is most likely to be long-lived when discipline is administered without revenge, abuse or nastiness.

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