

## Effects of Employee Discipline on Organizational Performance (A Study of Nigerian Breweries Plc, Enugu, Enugu State, Nigeria.

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### Abstract

**Employee Discipline on organizational performance ensures productivity and efficiency, encourages harmony and cooperation among employees as well as act as a moral booster for the employees.**

The main aim of the study was to examine the effect of employees' discipline on organizational performance of Nigerian Breweries Plc. Enugu, Enugu State. Other specific objectives were (i) identify challenges of employee discipline in the organization (ii) ascertain the effect of disciplinary procedures in the organization. Descriptive statistics such as percentages and frequencies were employed to analyze the demographic characteristics of respondents. The five point likert scale was also used for the study. Pearson Correlation coefficient and regression were used to test the hypotheses. The hypotheses were tested at 0.05 level of significance using Statistical Package of Social Sciences (SPSS). A total number of eighty-six (85) questionnaire were distributed by the researcher to the staff of Nigerian Breweries Plc. The regression equation used established that holding all factors (code of discipline, disciplinary procedures) constant, factors affecting employee performance was 0.116. The findings showed that taking all other independent variables at zero, a unit increase in code of discipline lead to 0.577 increases in the scores of the employee performance. A unit increase in disciplinary procedures also lead to 0.157 increases in employee performance. On the other hand, a unit increase in discipline systems lead to 0.082 increased in the scores of the employee performance; and a unit increase in disciplinary actions lead to 0.021 increased in the scores of the employee performance. This inferred that code of discipline influenced the employee performance most, followed by discipline systems, disciplinary procedures and then disciplinary actions. The study also established a significant relationship between employee performance and the independent variables; code of discipline ( $p=0.00<0.05$ ), disciplinary procedures ( $p=0.036<0.05$ ), discipline systems ( $p=0.20<0.05$ ) and disciplinary actions ( $p=0.001<0.05$ ) as showed by the  $p$  values.

**Keywords:** Discipline, Employees Discipline, Organizational Performance, Efficiency

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## I. Introduction

### 1.1 Background of the study

According to Bacal (2012), Lateness, tardiness and indiscipline of employees have always been a problem for employers from time immemorial. Against this backdrop, no companies can succeed in achieving its set aims and objectives without using disciplinary actions to curb such an unwanted behavior. In its most general sense, discipline refers to systematic instructions given to a person or an employee either to do or not to do something. Usually, the phrase 'to discipline' carries a negative connotation. This is because it is an enforcement of an order by ensuring that instructions are carried out. It is the instant willingness and obedience to all orders, respect for authority, self-reliance and teamwork

Cooke(2012) said that employee discipline the regulations or conditions that are imposed on employees by management in order to either correct or prevent behaviors that are detrimental to an organization. To discipline means to instruct a person to follow a particular code of conduct or order. For instance, in the field of child development, discipline refers to methods of modeling characters and of teaching self-control and

acceptable behavior e.g. teaching a child to wash her/his hands before meals). Here, 'washing hands before meals' is a particular pattern of behavior, and the child is being disciplined to adopt that pattern. However, usually the phrase 'to discipline' carries a negative connotation. This is because of the need to maintain order by ensuring that instructions are carried out. Order is often regulated through punishment, sometimes refers to as disciplinary action. To be disciplined is then, subject to context, either a virtue (the ability to follow instructions well) or a euphemism for punishment (which may also be referred to as disciplinary procedure).

According to Bacal (2012) Progressive discipline is a process for dealing with job-related behavior that does not meet expected and communicated performance standards. The primary purpose for progressive discipline is to assist the employee to understand that a performance problem or opportunity for improvement exists. Such a process provide feedback to the employee so he or she can correct the problem and if he or she fails to correct the problem, progressive discipline enables the organization to fairly, and with substantial documentation, terminate the employment of employees who are ineffective and unwilling to improve upon,

.Bacal (2012) opined that traditionally, regularity has been considered as a characteristic of good employees and hard workers. Other things being equal, a punctual employee is better than a regularly tardy employee.

Some employees are punctuality-driven and many of them are major assets to their respective employers. But there are also those that are minute-watchers and are obsessed with working exactly the minimum amount of time required to maintain their job status. Such employees are never late to work and never late to leave.

However, with the development of technology, punctuality in its present state will become less and less of a factor since certain jobs can be done as and when demanded without the employees going to the workplace. More and more employees are in need of flexible schedules, and as long as companies get the productivity they need, it does not make a great deal of difference whether one works from 9:30 to 5:30 or from 12:00 to 8:00.

## **1.2 Statement of Problem**

For many years, companies have used a fairly standardized process to handle familiar personnel problems such as absenteeism, poor performance, and other misconducts. This approach, usually called "employees' 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. But today, a growing number of organizations are moving away from using a criminal-justice mentality for employee performance improvement through corrective action. They are abandoning old method that focus exclusively on punishment. Instead, they are adopting an approach of accountability - employees with unfavorable performance, conduct or attendance issues are required to take personal responsibility for their choice of behavior. Despite all these changes, companies are still glued to traditional outdated approaches of employees' discipline management.

According to Saundry and Antcliff (2011), employees' anywhere in the world are relied upon for effective implementation of organizational policies. The employees' are expected to render effective and efficient service delivery to their clients and members of the public as well as help government in carrying out developmental programmes that will improve the quality of life of the people. Unfortunately, this has not been so as a result of many factors which centers on poor employee performance management, lack of employees' discipline etc. Employees' have complained of poor conditions of service, lack of transparent performance appraisal process, selective administration of disciplinary measures and lack of training opportunities all of which have resulted in undesirable labor management relations, hence negative work attitudes such as absenteeism, lateness to work, and general lack of commitment to duty have ensued. This motivated the researcher to embark on this study.

## **1.3 Objectives of the Study**

The main objective of the study is to determine the impact of employees' discipline on organizational performance of Nigerian Breweries Plc. Enugu, Enugu State. Other Specific objectives are to:

- i. identify challenges of employees discipline at Nigerian Breweries Plc.
- ii. ascertain the impact of disciplinary procedures on organizational productivity.

## **1.3. Research Questions**

The study have the following research questions;

- i. What are the challenges of employees' discipline at Nigerian Breweries Plc.?
- ii. What is the impact of disciplinary procedures on organizational productivity?

## **1.4 Research Hypotheses**

The following hypothesis is thus formulated;

**H<sub>01</sub>:** There is no challenges encountered on employees' discipline at Nigerian Breweries Plc.

**Ho<sub>2</sub>:** There is no significant impact of disciplinary procedures on organizational productivity.

## **II. Review Of Related Literature**

### **2.1 Conceptual Framework**

#### **2.1.1 Meaning and Relevance of Employee's Discipline**

According to Richard, (2014), "Discipline may be considered as a force that prompts individuals or groups to observe the rules, regulations and procedures which are deemed to be necessary for the effective functioning of an organization". William and Edward, (2011), define discipline as "the force that prompts an individual or a group to observe the rules, regulations and procedures which are deemed to be necessary to the attainment of an objective, it is force or fear of force which restrains an individual or a group from doing things which are deemed to be destructive of group objectives. It is also the exercise of restraint or the enforcement of penalties for the violation of group regulations".

In the opinion of Ordway, (2013), "Discipline is the order, members of an organization who adhere to its necessary regulations because they desire to cooperate harmoniously in forwarding the end which the group has in view". Thus, discipline can now be defined as a condition in the organization when employees conduct themselves in accordance with the organization's rules and standards of acceptable behavior.

Cooke (2012) said that since discipline means systematically conducting the business by the organizational members who strictly adhere to the essential rules and regulations. These employees/organizational members work together as a team so as to achieve organizational mission as well as vision and they truly understand that the individual and group aims and desires must be matched so as to ensure organizational success

Cooke (2012) maintained that disciplined employee will be organized and an organized employee will be disciplined always. Employee behavior is the base of discipline in an organization. Discipline implies confirming with the code of conduct established by the organization. Discipline in an organization ensures productivity and efficiency. It encourages harmony and co-operation among employees as well as acts as a morale booster for the employees). In absence of discipline, there will be chaos, confusion, corruption and disobedience in an organization.

In short, discipline implies obedience, orderliness and maintenance of proper subordination among employees. Work recognition, fair and equitable treatment of employees, appropriate salary structure, effective grievance handling and job-security all contribute to organizational discipline.

According to Cooke (2016) Discipline is viewed from two angles/dimensions:

1. **Positive Discipline:** Positive Discipline implies discipline without punishment. The main aim is to ensure and encourage self-discipline among the employees. The employees in this case identify the group objectives as their own objectives and strive hard to achieve them. The employees follow and adhere to the rules and regulations not due to the fear of punishment but due to the inherent desire to harmonize in achieving organizational goals. Employees exercise self-control to meet these goals.
2. **Negative Discipline:** Employees adhere to rules and regulations in fear of punishment which may be in form of fines, penalties, demotions or transfers. In this case, the employees do not perceive organizational goals as their own goals. The action taken by the management to ensure desired standard of behavior/code of conduct from the employees in an organization is called negative discipline. The fear of punishment prevents the employees from going off-track.

#### **2.1.2 Disciplinary Procedures**

The performance of any organization depends on the commitment and determination of its human capital. To make both employers and employees be committed to each other and for the progress of the organization, Companies have designed disciplinary procedures to harness, enhance and encourage all employees to cultivate and maintain standards of conduct, attendance and job performance. Some of these procedures are being made available to employees in employee handbooks whilst others are being displayed in the offices of such organizations. In the ideal situation, they should apply to all employees and must be consistent and fair to all in the organization.

United States Marines Corps (2009) said that discipline is the ability to do the right thing even when no one is watching or suffer the consequences of guilt which produces pain in our bodies, through pain comes discipline. The word discipline comes from a Latin word "disciplinary" which means "the practice of training people to obey rules or code of behavior, using punishment to correct disobedience. Discipline actually means to groom a person's behavior, etiquette and entire personality. The emphasis in discipline, therefore, should be on improving performance or correcting an undesirable conduct rather than simply on punishing it, Society for Human Resource Management (2011) Module 5. When a person is disciplined, he or she possesses the trait of being well-behaved. In this context, the word discipline is related to the words conduct, behavior and department. It is a vital aspect in the field of personality development. Discipline is actually a combination of

reward and punishment methods. A child, if disciplined at an early age grows up to become a responsible, well-bred individual. A person who is competent, confident and caring is always known to have a disciplinary approach towards life.

### **2.3 Empirical Review**

Wurim, (2012), investigated on talent management and employee performance in public sector organizations of Nigeria. The researcher adopted survey design and a sample of 349 top, middle and low level management staff of five public sector organizations in Nigeria. Using the Kruskal-Wallis test statistic in analyzing the data, the study revealed that the implementation of proper talent management practice in Nigeria public organizations where they exist, significantly impacts on employee performance, because it is another form of motivation.

Owoyemi and George, (2013) studied on the use of objective performance appraisal process in enhancing employee performance in public sector agencies in Nigeria. Using a sample of 220 employees of the public sector agency in Nigeria, the study found that there was a significant relationship between appraisals and employees' performance and that in order for the organization to achieve set objectives, a good reward system for high performance must be established.

Holloway (2010) determined performance management from multiple perspectives and the essence of taking stock. The study adopted a cross disciplinary approach. The findings of the study included the following: in spite of a number of barriers to knowledge transfer, and tensions and gaps within the performance management research portfolio (described in the paper), much progress had been made that will advance further through active involvement with practitioners and cross discipline boundaries.

Hasni and Nura (2014) investigated the relationship between separation and performance management system of academics in Nigerian universities, the mediating effect of e-HRM was equally investigated. As a quantitative research approach, the study found a mediation effect of e-HRM on the relationship between employee separation and employee performance. The result was confirmed through the t-value of 2.4540088 which was statistically significant at 0.05 (a) level.

Ajayi, Awosusi, Arogundade and Ekundayo (2011) carried a study that examined the relationship between work environment and the job performance of academic staff in South West Nigerian Universities. Survey method was used in the study and 1500 respondents constituted the sample. The study used frequency table, percentage and Pearson product moment correlation coefficient as tools for data analysis. It was found that there was significant relationship between the work environment which included all manner of employee motivation and job performance of academic staff in the universities.

## **III. Methodology**

### **3.1 Research Design**

The researcher adopted survey design for the study.

### **3.2 Sources of Data**

The data for this study was obtained from primary and secondary sources.

**Primary Data:** This was obtained from responses to the questionnaire that was administered to respondents.

**Secondary Data:** The information was obtained from text books, Journals and internet.

### **3.3 Population of the Study**

The population of this study was made up of the employees of Nigerian Breweries Plc, comprising both permanent, contract, and casual staff of the company.

The total population for the study was eighty-five staff of the organization which was used as the sample size.

### **3.4 Sampling Technique**

Stratified random sampling technique was used in selecting the sample, which gave every member of the staff both the management and non-management members' equal chance of being selected, and therefore, made the sample a representative one.

### **3.6 Reliability of the Instrument**

The researcher used Test-Retest reliability to test the consistency of different administrations and also to determine the coefficient reliability of this research. The same test was administered to different groups on at least two separate occasions. The Test-Retest reliability was used and computed through Statistical Package for Social Science (SPSS) version 20.0.

### **3.7 Method of Data Analyses**

The methods used in analyzing data for this study included descriptive statistics such as percentages and frequencies. Percentages and frequencies were used to analyze the questionnaire. The five point likert scale was used for the study. Pearson Correlation coefficient and regression were used to test the hypotheses. The hypotheses were tested at 0.05 level of significance using Statistical Package of Social Sciences (SPSS).

**3.8 Data Presentation/ Results and Discussion**

A total number of eighty-five (85) questionnaire were distributed by the researcher to the staff of Nigerian Breweries Plc. The table below presented the distribution of the questionnaire to the sampled respondents. The generated data was presented and analyzed in the subsequent sub-heading below.

**Table 3.1 Return Rate of Questionnaire**

Respondents	Questionnaire Distributed	Percentage Rate of Return	(%)
Correctly Filled and Returned	81	94.1	
Not correctly filled and returned	5	5.8	
<b>Total</b>	<b>86</b>	<b>100</b>	

**Source: Field Survey, 2020**

Table 3.1 showed that total of 85 questionnaire were distributed. 81 were correctly filled and returned with a percentage rate of 94.1% and Five (5) were not properly filled and returned. Therefore, the researcher made use of 81 questionnaire that were correctly filled and returned.

**Data Presentation**

The researcher carried out a multiple linear regression analysis so as to determine the effects of discipline on employee performance in an organization and the four independent factors namely: code of discipline, disciplinary procedures, discipline systems and disciplinary actions.

**Table 1: Model Summary**

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

- a) Predictors: (Constant), code of discipline, disciplinary procedures.
- b) Dependent variable: Organizational performance

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

**Table 2: 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		
	<b>Total</b>	<b>15.152</b>	<b>26</b>			

- a) Predictors: (Constant), code of discipline, disciplinary procedures
- b) Dependent Variable: Organizational performance

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 was statistically significant in predicting how code of discipline, disciplinary procedures affect employee performance. This showed that the regression model had a less than 0.05 likelihood (probability) of giving a wrong prediction. This therefore means that the regression model had a confidence level of above 95% hence high reliability of the results.

**Table 3: Coefficients Results**

	Un standardized 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

a) Predictors: (Constant), code of discipline, disciplinary procedures

b) Dependent Variable: Organizational performance

The established regression equation was:

$$Y = 0.116 + 0.577X_1 + 0.157X_2 + 0.082X_3 + 0.021X_4 + \varepsilon$$

The regression equation above had established that holding all factors (code of discipline, disciplinary procedures) constant, factors affecting employee performance was 0.116. The findings presented also showed that taking all other independent variables at zero, a unit increase in code of discipline resulted to a 0.577 increase in the scores of the employee performance. A unit increase in disciplinary procedures resulted to a 0.157 increase in employee performance. On the other hand, a unit increase in discipline systems resulted to a 0.082 increase in the scores of the employee performance; and a unit increase in disciplinary actions resulted to a 0.021 increase in the scores of the employee performance. This inferred that code of discipline influenced the employee performance, most followed by discipline systems, disciplinary procedures and then disciplinary actions. The study also established a significant relationship between employee performance and the independent variables; code of discipline ( $p=0.00<0.05$ ), disciplinary procedures ( $p=0.036<0.05$ ), discipline systems ( $p=0.20<0.05$ ) and disciplinary actions ( $p=0.001<0.05$ ) as shown by the p values.

### 3.9 Conclusions

The study concluded that the current code of discipline was effective and this had led to increased employees' knowledge, broadened employees' perspective, extended the application of knowledge to work and has led to promotion of employees.

The study concluded that the disciplinary procedures at Nigerian Breweries Plc were satisfactory and this was found to be so in that the procedures put 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 organizations performance

The study also concluded that the effective disciplinary policy Nigerian Breweries Plc were effective in that the organization has helped in controlling employee's behavior by ensuring there is teamwork and cohesion in the organization. This reduced time and resources wastage which reflected positively to the organization.

### 3.10 Recommendations

The study recommended 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 organization. Managers and supervisors should therefore be responsible for the investigation of counter-productive behavior, 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 recommended that since disciplinary procedures at Nigerian Breweries Plc; the government should come up with policies on how to discipline 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.

The study finally concluded that three components are necessary for the effective maintenance of a disciplinary procedure in an organization: consultation or negotiation, communication with everybody concerned regarding the exact way in which the system operates, and training of the individuals involved in a disciplinary process. The application of discipline should be immediate, with warning, consistent and impersonal.

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