International Journal of Computational and Experimental Science and ENgineering (IJCESEN)

Vol. 10-No.4 (2024) pp. 2030-2037

http://www.ijcesen.com

ISSN: 2149-9144

Research Article

The Impact of Employee Discipline on Organization Performance

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Article Info:

DOI: 10.22399/ijcesen.3728
Received : 03 November 2024
Accepted : 27 December 2024

Keywords

Organisation
Performance
Employee
Discipline
Policies

Abstract:

A company's efficiency and productivity are both guaranteed by its level of discipline. Among the workforce, it not only boosts morale but also promotes harmony and collaboration, which is a significant benefit. The study investigates the impact that proper staff discipline has on the overall functioning of a company, with a particular emphasis on Polytechnic Ibadan. Based on the findings of the research, it was determined that an effective system of discipline is beneficial to the performance of an organisation. This is due to the fact that it functions as a useful instrument to enhance employee performance and steer employee behaviour towards the achievement of organisational objectives. An additional finding made by the researchers was that when disciplinary actions are successful, employees are more inclined to adhere to the policies of the organisation. The study discovered a link between disciplinary measures and improved corporate performance. An effective disciplinary system is often a wonderful strategy to encourage productive staff performance, and the research demonstrated that this association exists. Employee motivation in a company may be increased by the implementation of a disciplinary system. This is because severe staff indiscipline has a detrimental effect on output. Therefore, as a consequence of discipline, workers would be encouraged to do their jobs more effectively and would be more dedicated to the organisation. A number of factors, including ethnicity, nepotism, corruption, political connection, interfering, favouritism, and the patronage system, were identified as the key factors that are adverse to an effective disciplinary system in public organisations, according to the results of the research. As a consequence of this, the production of the public sector will suffer as a consequence of the lowered harshness of sanctions meted out to those staff who have behaved inappropriately.

1. Introduction

It is easier for a company to maintain effective control over its performance and conduct when it has a personnel that is subject to punishment. One of the components of it is making certain that one maintains compliance with the rules, guidelines, and standards that manage the behavioural expectations inside the organisation. The use of effective discipline in the workplace results in an atmosphere that is both efficient and tidy. Having this discipline ensures that everyone is aware of what is expected of them and explains the tasks and responsibilities that are assigned to them. Over the course of the last several years, the importance of maintaining discipline in the workplace as a core component of efficient management has steadily increased while simultaneously becoming more and more significant. The findings of the continuing study indicate that workers who are disciplined are more likely to be devoted, enthusiastic, and innovative in their work. As an instance, research conducted in Pakistan's textile sector discovered a significant correlation between work discipline and the achievement of organisational goals; the culture of the organisation serves as a moderating factor in this connection[6]. In accordance with this, a study that was conducted in Indonesia and focused on the employees of the village government discovered that the level of work discipline that an employee possessed had a significant impact on both their performance and their motivation. The findings of these research make it abundantly evident that the process of enhancing the outcomes of an organisation requires the implementation of well-organised disciplinary processes. Acceptance of disciplinary procedures that are both transparent and fair is another approach to contribute to the development of a positive culture inside an organisation. Because of this, it is possible that there will be a greater level of employee engagement and a reduction in the number of actions that are damaging while they are working. When it comes to the management of human resources, discipline is not just about imposing restrictions on workers; it is also about assisting employees in accomplishing the goals of the firm by providing them with regularly occurring constructive feedback. Because of this, managers and legislators who want to make their companies more lucrative and efficient need to be aware of how disciplinary actions influence their operations[7].

2. Background of the Study

It is essential for the management of a firm to maintain staff discipline since maintaining staff discipline has a significant impact on the overall performance and output of the organisation. Discipline is the practice of adhering to all relevant rules, regulations, and processes in order to guarantee that employees carry out their responsibilities in an effective manner and in accordance with the objectives of the organisation. As a consequence of the fact that the advantages of discipline on personal performance as well as the outcomes of an organisation have been well-documented, the need of discipline is becoming more significant in a variety of areas in recent times. PT. Agro Gemilang Surya Palembang, for instance, conducted research that discovered a significant association between the overall performance of workers and the degree of work discipline that was shown by such personnel. Because of this significant connection, it can be deduced that individuals who exhibit a higher level of work discipline are more prepared to assist the organisation in achieving its goals[10]. A study that was conducted at PT Transportation Jakarta found that the most important factor in increasing production is maintaining discipline in the workplace. According to the findings of the study, the combination of organisational culture and workplace discipline accounted for 64.8% of the variance in employee performance. As a result of working in an atmosphere that was more disciplined, employees at UD. Karya Jati and CV Rimba Jaya reported improved performance, lower absenteeism, and increased levels of job satisfaction. Taking into consideration these findings, businesses are required to establish and cultivate a culture of accountability, in addition to putting in place disciplinary processes that have been tried and tested. Acceptance of disciplinary procedures that are both transparent and fair is another approach to contribute to the development of a positive culture inside an organisation. Because of this, it is possible that there will be a greater level of employee engagement and a reduction in the number of actions that are damaging while they are working. When it comes to the management of human resources, discipline is not just about imposing restrictions on workers; it is also about assisting employees in accomplishing the goals of the firm by providing them with regularly occurring constructive feedback. Because of this, managers and legislators who want to make their companies more lucrative and efficient need to be aware of how disciplinary actions influence their operations[14].

3. The Purpose of the Research

The main goal of this research is to investigate the ways in which disciplinary policies implemented by companies affect company productivity. In any given company, the actions of individual employees significantly affect many distinct facets, including output, customer service quality, and the accomplishment of long-term objectives. When assessing the degree of success a company has attained, it is usual practice to overlook discipline, often referred to as the consistency with which standards of behaviour are maintained in the workplace. In order to close the knowledge vacuum that has been noted, this study investigates the effects of disciplined work environments on the results of organisations, the settlement of workplace disputes, and the production of personnel. The aim of this study is to investigate the relationship between implementing transparent and fair disciplinary policies and the possibility of such actions to inspire employees to take responsibility, boost morale, and so improve the bottom line of the company. The study's secondary goal is to better grasp how poor disciplinary policies could lead to problems like low morale, poor quality of work, and too high absenteeism. The aim of this research is to clarify the methods in which management and human resource professionals could create and carry out disciplinary policies that not only serve to maintain discipline but also benefit the expansion of employees and the business overall. Making suggestions for changes to workplace disciplinary procedures more in line with performance goals helps the research to build the basis for long-term organisational success.

4. Literature Review

Common understanding is that employee behaviour and productivity as well as the culture of a company depend much on employee discipline. Research being done worldwide is supporting the idea that a disciplined system inspires responsibility, improves output, and creates an environment fit for maximum performance on the workplace. Ahmad et al., research looked at the link between strict disciplinary policies and increased worker output and compliance. During their research, the study focused especially on companies whose operations mostly rely on physical effort. Based on their research, companies with open and fair disciplinary policies have more likelihood of getting their long-term goals fulfilled. Based on the Ali & Rauf, discipline clearly influences the ethics and decision-making procedures of companies. The results of their research indicate that companies which developed a disciplined culture had lower incidence of improper behaviour, greater degree of alignment with corporate values, and general performance improvement. Developing nations, the focal point of Idris & Haron, focus on the need of discipline in public sector efficiency, define their attention. Developing countries must implement rules as they serve to eradicate corruption and boost public confidence.

Apart from its indispensible nature, discipline is also crucial for moulding motivation and interest in the job. Disciplined workplaces, according to Rahman et al., inspire employees to engage in self-regulation, thereby helping them to match their goals and provide consistent results. In accordance with this, Yusuf & Effendi, discovered that organisations with well-organised workforces had lower employee turnover rates and higher production. This was so because their employees were more committed, on time, and in line with corporate objectives.

Researching the link between leadership style and disciplinary procedures and how it influences the results of a company, Lim & Tan, Their research helped them to realise that transformational leaders who show the desired attitudes among their staff members are more likely to see disciplinary procedures through to completion. Conversely, authoritarian disciplinary policies were shown to lower moral standards and produce conformity driven more by fear than by dedication.

From a structural standpoint, technology has been shown to be a quick way to improve employee organisational disciplinary policies. Adebayo & Bakare, discovered, during their investigation on digital monitoring and attendance systems, that automated compliance tracking clearly correlated with better organisational performance. Technology was supposed to make disciplinary procedures more objective and uniform, therefore reducing the risk of prejudice resulting from these practices.

Also much of recent research has focused on the various cultural approaches to punishment. Hamzah & Noor, advise that when creating disciplinary policies, one should consider organisational as well as geographical elements. Unfortunately, universal models often have consequences they were not meant for by neglecting local dynamics. Agreeing with this assessment, Amadi & Okoro, underlined that developing buy-in and collaboration among employees of the same company depends on culturally customised disciplinary procedures. Especially crucial was giving extra training top priority. Research by Mushtaq & Jamil, shows that training courses teaching employees on workplace discipline greatly improved policy adherence and lowered frequency of misbehaviour. Training also let managers implement punishment in a more equitable and more effective manner.

Studies conducted over the last five years have clearly indicated that the degree of performance an organisation achieves is much influenced by discipline. Several factors might affect the result of making sure discipline results in observable performance increases. Among them include personnel training, technology, cultural adaptability, and leadership.

5. Research Question

How does consistent policy enforcement influence organization performance?

6. Methodology

6.1 Research Design

The quantitative data analysis was conducted using SPSS version 25. The odds ratio and 95% confidence interval were used to ascertain the strength and direction of the statistical link. The researchers developed a statistically significant criterion at $p < 0.05$. A descriptive analysis was performed to determine the key characteristics of the data. Quantitative approaches are often used to evaluate data obtained from surveys, polls, and questionnaires, as well as data modified by computational tools for statistical analysis.

6.2 Sampling

Research participants filled out questionnaires to provide information for the research. Using the Rao-soft programme, researchers determined that there were 1050 people in the research population, so researchers sent out 1200 questionnaires. The researchers got 1140 back, and they excluded 25 due to incompleteness, so researchers ended up with a sample size of 1115.

6.3 Data and Measurement:

A questionnaire survey served as the principal tool for data gathering in the study. The survey had two sections: (A) General demographic information and (B) Responses on online and offline channel variables assessed using a 5-point Likert scale. Secondary data was obtained from many sources, mostly on internet databases.

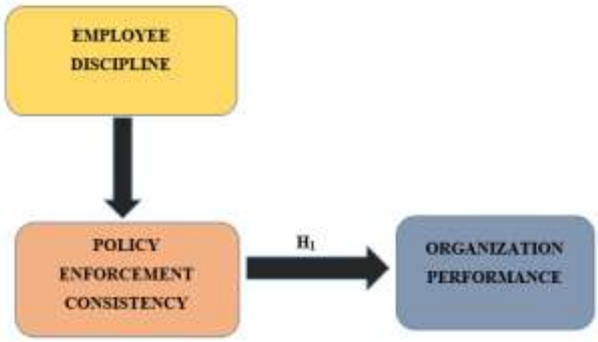
6.4 Statistical Software:

The statistical analysis was conducted using SPSS 25 and MS-Excel.

6.5 Statistical Tools:

To grasp the fundamental character of the data, descriptive analysis was used. The researcher is required to analyse the data using ANOVA.

7. Conceptual Framework



8. Result

Factor Analysis

The process of verifying the underlying component structure of a set of measurement items is a widely used application of Factor Analysis (FA). The observed variables' scores are believed to be influenced by hidden factors that are not directly visible. The accuracy analysis (FA) technique is a model-based approach. The primary emphasis of this study is in the construction of causal pathways that connect observable occurrences, latent causes, and measurement inaccuracies.

The appropriateness of the data for factor analysis may be assessed by using the Kaiser-Meyer-Olkin (KMO) Method. The adequacy of the sampling for each individual model variable as well as the overall model is assessed. The statistics quantify the extent of possible common variation across many variables. Typically, data with lower percentages tends to be more suited for factor analysis.

KMO returns integers between zero and one. Sampling is deemed adequate if the KMO value falls within the range of 0.8 to 1.

It is necessary to take remedial action if the KMO is less than 0.6, which indicates that the sampling is inadequate. Use the best discretion; some authors use 0.5 as this, therefore the range is 0.5 to 0.6.

If the KMO is close to 0, it means that the partial correlations are large compared to the overall correlations. Component analysis is severely hindered by large correlations, to restate.

Kaiser's cut offs for acceptability are as follows:

A dismal 0.050 to 0.059.

0.60 - 0.69 below-average

Typical range for a middle grade: 0.70–0.79.

Having a quality point value between 0.80 and 0.89.

The range from 0.90 to 1.00 is really stunning.

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.820
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

The overall significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. A value of 0.820 is the Kaiser-Meyer-Olkin sampling adequacy. By using Bartlett's sphericity test, researchers found a p-value of 0.00. A significant test result from Bartlett's sphericity test demonstrated that the correlation matrix is not a correlation matrix.

Independent Variable

Employee Discipline:

"Employee discipline" is the process by which companies methodically manage, correct, and enhance the actions of their employees in order to guarantee that they adhere to defined criteria of conduct and performance. Rather from being used as a punitive tool, its design may actively foster responsibility, accountability, and organisational order. Along with the more traditional forms of workplace discipline—verbal and written warnings, suspension, and termination—more proactive approaches of occupational discipline—coaching, policy education, and behaviour reinforcement—can be used. Good disciplinary policies fix performance and misbehaviour in a consistent, fair, open manner. These practices help foster organisational fairness and trust within the organisation[19]. One of the ways that discipline, when used correctly, helps to create a productive working environment is by lowering cases of absenteeism, tardiness, and insubordination. It is a fundamental element in helping the firm to be generally successful by means of improved morale, encouragement of compliance, and guarantee of congruence with the objectives of the business. Many recent studies have shown how important consistent and fair disciplinary policies are as basic components in raising employee involvement and output. The writers Ahmad & Khan, 2021 note that when discipline is combined with supportive leadership and open communication, it greatly enhances the harmony in the workplace as well as the simultaneous operating efficiency. Given these results, it would appear that present approaches of employee discipline inside the framework of human resource management should give education, incentive, and continuous improvement top priority together with focussing on corrective actions.

Factor

Policy Enforcement Consistency:

Policy enforcement consistency is the consistency with which, in a fair and equitable manner, rules, policies, and disciplinary actions are executed at all levels of the business. When every employee—from all levels or roles—is held to the same criteria and faces the same punishments, fairness, transparency, and confidence in the workplace develop. Laws are often implemented in surroundings that lower the possibility of bias, discrimination, and ambiguity. This settings might also enable a society to grow in which respect of certain standards and responsibilities is highly appreciated[16]. Workers who feel the system is fair are more likely to fit their conduct with the goals of the company. First of all, this raises morale; next, it significantly affects the performance and efficiency of the company. While keeping policy execution consistent assures legal conformance, it also reduces the likelihood of complaints and lawsuits stemming from claimed injustices. Businesses must therefore ensure that managers and supervisors get enough training on the interpretation and application of policies. They should also establish open rules for disciplinary procedures and use monitoring instruments if they are to accurately assess firm compliance. Technical solutions like performance analytics and digital compliance tools should be especially equipped to support even more in maintaining consistency throughout departments and locations. The fast-paced atmosphere of today's organisation makes regular policy execution necessary to keep employees interested and disciplined. Studies from not too recent times reveal that policies being routinely implemented significantly influence excellent human resource management. Companies using this strategy often have improved operational performance, less worker turnover, and more degrees of employee involvement[18].

Dependent Variable

Organization Performance:

The word "organisational performance" refers to the degree to which a company can timely and with little waste of resources meet its objectives, whether they be financial or otherwise. It considers several elements, including but not just innovation, customer happiness, profitability, staff satisfaction, and production. When a company can effectively carry out its goals, make best use of its resources, and maintain a competitive advantage, it achieves a high degree of organisational performance. It shows how well the company can adapt to changing circumstances, how well it can match its internal procedures with its long-term objectives, and how well it can keep on always improving its operations. Effective performance management systems offer the giving of insights on numerous operational factors by means of benchmarking tools, balanced scorecards, and key performance indicators (KPIs)[22]. Many factors affect the effectiveness of an organisation: the nature of its leadership, the competences of its employees, the company's culture, technological application, and governance policies. One of the most important factors in reaching success over the long run is a staff that is self-regulated, follows organisational norms, and takes ownership of its operations. Success in the modern-day business environment comes from capacity for innovation, corporate social responsibility (also known as CSR), and sustainability projects (also known as SI). Organisations are progressively improving the performance results of their activities by means of strategic human resource management, digital technology, and data analytics and tools. Recent studies suggest that achieving success over a longer length of time depends on including strategies for human capital with performance goals as otherwise is not possible. Studies have shown that companies with inclusive leadership, employees engaged in their job, and open lines of contact have more chance of reaching their performance goals. This is valid in every industry[20].

Relationship Between Policy Enforcement Consistency and Organization Performance

In the field of modern management research, the link between the performance of companies and the consistent application of policies attracts a lot of attention. This is especially true as businesses can achieve their strategic goals, build confidence among their employees, and keep discipline when they regularly apply rules. The result of consistent application of rules and procedures across all levels and departments is a culture of justice and responsibility that benefits employee morale, dispute resolution, and involvement. This is so because the society influences those three elements positively. Many indicators suggest to a workplace that is just and equal, which would raise general performance level. These metrics include adherence to accepted policies, proactive behaviour, and coordination of activities towards corporate goals. By lowering the uncertainty, eliminating the possibility of favouritism or discrimination, and raising production, communication, and staff retention, the constant application of rules and regulations helps to establish the credibility of leadership[11]. Furthermore more suited to manage risk, resolve conflicts, and comply with regulations are companies with properly defined and consistent disciplinary procedures. This is so as these treatments are more predictable. All of these elements taken together help to explain the general increase in operational efficiency and sustainability over time. The incorporation of digital tools and performance monitoring systems helps companies to guarantee better degrees of enforcement uniformity. As a consequence, more driven by data, better resource management and decision-making follow. Recent studies show that companies who have high degrees of consistency in the application of their policies have seen better results in many different spheres, including customer satisfaction, financial resource expansion, and creative idea development[15].

On the basis of the above discussion, the researcher formulated the following hypothesis, which was analyse the relationship between Policy Enforcement Consistency and Organization Performance.

"H_{01}: There is no significant relationship between Policy Enforcement Consistency and Organization Performance."

"H_1: There is a significant relationship between Policy Enforcement Consistency and Organization Performance."

Table 2: H_1 ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	327	5235.587	992.528	.000
Within Groups	492.770	787	5.275		
Total	40081.390	1114			

This investigation yields remarkable results. The F value is 992.528, attaining significance with a p-value of .000, which is below the .05 alpha threshold. This signifies the "H_1: There is a significant relationship between Policy Enforcement Consistency and Organization Performance" is accepted and the null hypothesis is rejected."

9. Discussion

According to the study results, disciplined behaviour is not only a compliance tool but also a help for reaching long-term operational objectives and significantly affects the performance of companies. Employee discipline helps to build a well-organised work environment, which is defined by tasks that are precisely outlined, deadlines that are followed, and performance standards regularly satisfied. Employees working in such surroundings are more likely to be responsible for their mistakes, own them, and help the company to reach its more important goals. Discipline of workers helps them to provide better services, which raises customer happiness and improves organisational results.

The regularity with which policies are followed defines one of the most crucial elements influencing the efficacy of employee discipline. Discipline policies become more legitimate when they are followed consistently and fairly for every employee, therefore strengthening confidence in leadership and the validity of these policies. Employees are more likely to follow policies when they believe their effort will have fair and predictable outcomes instead of being prone to prejudice or arbitrariness. On the other hand, uneven enforcement directly influences performance metrics, which could cause emotions of resentment, low morale, and disengagement with the performance. The rigorous application of rules, which clearly expresses the goals and values of the company, has the power to foster a society marked by professionalism and justice.

Furthermore, the consistent administration of disciplinary procedures has benefited much from the use of technology in the monitoring of employee behaviour and execution of policies. Thanks to technologies allowing managers to measure time, digital performance dashboards, and standardised reporting systems, they are able to check compliance in real time and base choices on facts. These reforms make disciplinary procedures more effective and less prone to prejudice or human mistake, therefore promoting openness and objectivity. They also guarantee more equitable practices in the proceedings. These kinds of solutions are especially helpful in cases where management control is more difficult to apply, like as big or distant offices. The results also show that consistency in policy execution functions as a go-between when it comes to the relationship between disciplinary actions taken against workers and the subsequent performance reviews carried out on those employees. Even the most well-considered methods of punishment have the potential to have unexpected effects when they are not regularly used. This means businesses have to make investments in the growth of leadership competency, strategies for clearly communicating policies, and monitoring mechanisms to make sure every staff member follows the policies. By doing this, one helps to create an atmosphere in which discipline is perceived as a tool for growth rather than as a kind of discipline.

10. Conclusion

Ultimately, this study reveals that the effectiveness of a corporation depends on constant application of rules enforced by employee discipline. Well-trained staff members accomplish their jobs efficiently, follow corporate policies, and assist the business to function without problems. Still, the regularity with which organisational principles are followed determines significantly the degree of effectiveness of disciplinary rules. Consistent and equitable application of rules helps to establish in the workplace an atmosphere of trust, accountability, and justice, therefore enhancing the devotion and production of workers. On the other hand, unequal implementation may undermine morale, distort the cohesiveness of the business, and eventually reduce efficiency. Therefore, consistency with which rules are followed becomes a crucial mediator in the process of converting discipline into measurable performance. When an organization's disciplinary policies provide open communication, equality, and transparency top attention, the likelihood of long-term success and operational excellence of the company rises. Using fair policies to enable employees to grow in a business environment characterised by substantial degrees of competition, companies should give creating a disciplined workforce first priority.

Author Statements:

- **Ethical approval:** The conducted research is not related to either human or animal use.
- **Conflict of interest:** The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper

- **Acknowledgement:** The authors declare that they have nobody or no-company to acknowledge.

- **Author contributions:** The authors declare that they have equal right on this paper.

- **Funding information:** The authors declare that there is no funding to be acknowledged.

- **Data availability statement:** The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

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