

EFFECTS OF DISCIPLINE MANAGEMENT ON EMPLOYEE PERFORMANCE IN AN ORGANIZATION: THE CASE OF COUNTY EDUCATION OFFICE HUMAN RESOURCE DEPARTMENT, TURKANA COUNTY

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©2017

**International Academic Journal of Human Resource and Business Administration (IAJHRBA) |
ISSN 2518-2374**

Received: 28th February 2017

Accepted: 6th March 2017

Full Length Research

Available Online at: http://www.iajournals.org/articles/iajhrba_v2_i3_1_18.pdf

Citation: Apalia, E. A. (2017). Effects of discipline management on employee performance in an organization: The case of county education office human resource department, Turkana County. *International Academic Journal of Human Resource and Business Administration*, 2 (3), 1-18

International Academic Journals

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ABSTRACT

The purpose of the study was to investigate the effects of disciplinary management on employee performance in County Education Office of Turkana County. Specifically the study aimed; to determine the effects of code of discipline on performance, to determine the effects of disciplinary procedures on performance, to determine the effects of discipline systems on performance and to assess the effects of disciplinary actions 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 found out that, respondents agreed that there was increase on employees' knowledge; respondents agreed that disciplinary management led to promotion of employees. The study also found out that, majority of the respondents rated employee performance, remuneration first, work environment and management commitment as first factors that affect employee performance also majority rated motivation, tools, equipment and other resources second. 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. Human resource management could utilise the recommended guidelines for more effective application of discipline in organisations.

Key Words: *discipline management, employee performance, 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 (Huberman, 2009). 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 (Bandura, 1973). 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.

In Africa, there are very rare circumstances where an employee will agree to a disciplinary sanction where the employer's reasons are considered acceptable by the employee. In these situations, an employer is well advised to have the employee provide written confirmation of the acceptance of the action so that it will not later be used against the employer if the employee thereafter is terminated or changes his mind as to the appropriateness of the disciplinary action taken against him or her. Without the employee's consent or a properly documented performance deficiency trail, an employer can still discipline employees as it considers appropriate by providing appropriate notice of the action (Banda, 2004).

In Kenya especially, there are certain instances when an employee does not adhere to the norms, rules and workplace ethics of the firm for which he/she works. However, no employee is expected to be so unaware as to show serious issues of misconduct that are stretched over a long period of time, causing loss to the company. This is where the role of human resource management is crucial, as someone needs to warn the employee before he creates a problem for his teammates and colleagues. A warning letter specifies the exact cause of warning and is indirectly a signal for the employee, that if he/she does not amend his/her ways, the company will be compelled to terminate his/her employment (Bewley, 2005).

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 (Handy, 1976).

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.

But today, a growing number of companies are moving away from using a criminal-justice mentality for employee performance improvement through corrective action. They are abandoning traditional approaches that focus exclusively on punishment. Instead, they are adopting an approach of accountability - employees with unfavourable performance, conduct or attendance issues are required to take personal responsibility for their choice of behaviour. 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 relationship that exist between discipline management and employee performance with specific reference with the County Education office

PURPOSE OF THE STUDY

The purpose of the study was to investigate the effects of disciplinary management on employee performance in County Education Office of Turkana County.

OBJECTIVES OF THE STUDY

1. To determine the effects of code of discipline on performance
2. To determine the effects of disciplinary procedures on performance
3. To determine the effects of discipline systems on performance
4. To assess the effects of disciplinary actions on performance

EMPIRICAL REVIEW

Effects of code of discipline on performance

To maintain harmonious relations and promote industrial peace, a Code of Discipline has been laid down which applies to both public and private sector enterprises. It specifies various obligations for the management and the workers with the objective of promoting cooperation between their representatives. According to Mafabi (1993), management is the process of working with and through people to accomplish organizational goals. Management deals with the establishment of rules and regulations as well as planning activities that aim at fulfilling the objectives of a particular organization. Rules are suggested or self-imposed guides for a scientific communication for conduct or action or an accepted procedure and custom. Rules or standards of behavior can be defined as the shared expectations of a group of people. These include what the group regards as a socially acceptable pattern of behavior expected of every individual in the group (Banda, 2004). Ideally, Organizations set rules and regulations for the proper governing of the various lifestyles of employees containing the dos and don'ts (Okumbe, 1998). Regulations on the other hand are authoritative orders with a course of law intended to promote order and efficiency in an organization. Mullins and Peacock (1991), also concurred with Okumbe (1998), and argued that effective organizations

demonstrate sound inclusive practices, which includes emphasizing rules and regulations, collaborative leadership and their good practice. The Organization rules and regulations therefore prescribe the standard of behavior expected of the all employees. However these researchers did not say anything on the effect of organization rules and regulations on employees' performance and thus a need for this study.

According to Adams (2003), Organization rules and regulation are among the strategies designed to instill good conduct of employess just like students in a school. This implies self-control, orderliness, good behavior and obedience to organization authority (Adams, 2003). Also on employment, employees are given prospectuses, which spell out some of the expectations (Adams, 2003). These rules and regulations specify in most cases what new staff should do and what they should not do. Despite this expectation, in most cases in Turkana County, staff break these rules and regulations with wide spread indiscipline acts such as absenters from work without permission, taking of alcoholic drinks, and participating in frequent strikes these among others affect employees performance.

Kabandize (2004) carried out a study on employees control through rules and regulations set by individual organizations in Uganda and observed that, rules and regulations are enforced through management, disciplinary committees, supervisors and every one involvement in the process. According to Matsoga (2003), during his study on discipline in Organizations of Botswana, he discovered the wide spread violence and misbehavior that existed in many organizations. This lack of discipline, which interfered with the normal organization working process, manifested itself in various ways including absenteeism, vandalism, alcohol consumption and substance abuse, truancy, inability or unwillingness to do delegated work by the supervisor. Theft was also identified as a common activity among staffs. However these researchers concentrated on discipline in organizations without studying its effects on employees' performance, which called for this study.

The question is how the management of organizational rules does and regulations by management affect employees performance? A critical analysis of the above studies did not provide a clear answer. Much as the researchers had studied the way organizations rules and regulations control the employees' behavior in organizations, a gap remained undiscovered on how the administration of rules and regulations affect employee's performance. This study will therefore investigate the existing relationship between the administration of organization rules and regulations by management and employees performance.

Effects of disciplinary procedures and systems on performance

Discipline should be imposed without generating resentment. McGregor propounded the "red hot stove rule" which says that a sound and effective disciplinary system in an organization should be immediate, consistent, impersonal, prior warning and notice acquaintance or knowledge of rules-timely action-fair and just action, positive approach.

Top management need to establish the service quality policy and charter that ensures that service quality objectives and complaints handling objectives are established, conduct management reviews, and ensure the availability of resources (Pheng & Jasmine, 2004). According to Ruzevicus (2005), top management is required to review the organization's management systems for service quality, charter and complaints handling at planned intervals to ensure their continuing suitability, adequacy, efficiency and effectiveness. This review shall include assessing opportunities for improvement and the need for changes, including the service quality policy and objectives (Grönroos, 2000).

The input to management review includes information on a follow-up actions from previous reviews, results of audit, customer feedback including results of customer satisfaction surveys, changing customer requirements, feedback from other stakeholders, extent to which objectives are achieved, status of preventive/corrective actions, review of processes performance, and recommendations for improvement.

Quality leadership by top management has been emphasized and supported by many researchers as the basis for proper quality management in order to achieve customer satisfaction, quality product, continuous improvement and job satisfaction (Cascio, 1998). Many organizations have fail because of the reluctance of top management in delegating some authorities and empower employees (Gomez-Mejia, 2010). This is a very crucial aspect because if the managers are committed in empowering the employees, the employees will be responsible for the quality of their work and this will go a long way to enhance continuous improvement. Top management should demonstrate empowerment by allowing its managers to take full responsibility and make decisions (Pheng & Jasmine, 2004).

Organizations need to attract new employees who will contribute to the organization through their abilities and values (Armstrong, 2006). Organizations require the service providers to have two complementary capacities: service competencies and service inclination. Parasuraman, Zeithaml and Berry (1985) state that service competencies are the skills and knowledge necessary to do the job. In many cases, job applicants validate competencies, such as attaining the particular degrees and relevant professional qualifications (Parasuraman et al., 1985).

Disciplinary Actions

While disciplining an employee, it is always important to make sure that the disciplinary action meted out to the offender is always commensurate to the offence committed. Like earlier said too, it is important to mete out the same punishment to the same category of offenders. Another important thing in punishing offenders is that the person must be given the opportunity to be heard. He must explain reasons for his action before a decision is taken against him. Certain mild offences should also be punished with mild penalties; According to Treasury board of Canada Secretariat guidelines on Discipline (2011) outlined some

measures; oral warning; written warning; loss of entitlement; suspension; demotion; termination of appointment and dismissal

Effects of disciplinary actions on employees' performance

Both sides of the consequences on the application of discipline are reported by Atwater, Waldman, Carey and Cartier (2001) in their qualitative study: Recipient and observer reactions to discipline: are managers experiencing wishful thinking. Even though scholarly evidence indicates that discipline and punishment are unfortunate facts of organizational life, few conclusions have been drawn about the effects of punishment, or the relationship between punishment and outcomes (Jac & Davidson, 2001). Atwater et al build on a study by Bahemuka (1998). The Bahemuka study that was based on managerial perspective on punishment. In the presented results the authors indicate that both recipients and observers believed that punishment can have positive outcomes.

The negative effects of the application of discipline and or punishment were reported by Chelliah (2010). He presents his findings in: Power Sharing in Progressive Discipline: New Rules of Engagement Arising from an Australian Perspective. He views progressive discipline as a form of managerial power, which ultimately results in domination of the worker. Chelliah found that 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. Chelliah argues that an unequal power balance exists between employee and employer in the progressive discipline system because progressive discipline follows the traditional 'power over' model. Chelliah however does not completely discard the use of disciplinary measures.

Up to now the review was concentrated on the effects of the application of disciplinary measures on the shoulders on the worker. Vard (2001) however took a different approach. He examined the relationship between perceived organizational climate and misbehavior at work in an Israeli Metal Production Plant. The findings were publicized in: The Effects of Organizational and Ethical Climates on Misconduct at Work. The author builds on research by Bateman and Zeithaml (1990) who states two major types of antecedents of misbehavior at work: Individual factors (e.g., dissatisfaction, personality, moral development) and organizational factors (e.g., goals, climate and control systems)

Vard concurs with others researchers that individual behavior is strongly influenced by the organization's value system. The author found that a significant negative relationship between Organizational Climate and behavior and between the Organizational Climate dimensions (Warmth and Support, and Reward), and misbehavior. His investigation supports the theoretical supposition that climate has both a positive and a negative effect on the behavior of the workforce.

After a keen scrutiny of discipline definition by other researchers the author conquers with them and gives its own definition of discipline as a systematic way of 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.

Employees Performance

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).

Improved performance requires the effective management of continuous development addressing the core competencies of the organization and the capabilities of individuals and teams (Monappa, 2008). Besides, management can set performance dimensions when hiring an employee, during his/ her performance review, during strategic planning or at the start of a new project (Bruce & Pepitone, 1999). It is crucial that employees know what is expected of them, their role as part of the group and the organization, what is considered unacceptable performance and what they have to do to reach the management's standard of performance (Rothwell, 1999). Contemporary trends in human resource management show that within the dimension of skills and abilities, there are several criteria which may be applied depending on the nature of work assignments (Mathis & Jackson, 1994).

THEORETICAL FRAMEWORK

This theory will be profound from McGregor (1960) 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

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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.

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. An organization which manages discipline well and treats their employees as customers can achieve higher employee's performance. Enhancing employees' performance can retain good employees and improve organization's performance through taking full use of disciplinary strategies. Ultimately, the organization can achieve performance through their employees. This study will engage the theory of McGregor, thus will apply humanistic approach. This is because the approaches take into consideration the organizations dimension of performance. There have been several approaches applied in analyzing discipline. Among the various approaches are trickle down to humanistic approach.

The study seeks how the discipline of employees through theory X where management's role is to coerce and control employees. And theory Y where management's role is to develop the potential in employees and help them to release that potential towards common goals they relate and impact on employee's performance given application of any theory at any particular time.

RESEARCH METHODOLOGY

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

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 and Abel, (1999) suggest that for descriptive studies of the accessible population was enough sample. 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.

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. 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.

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

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

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

The study found out that, respondents agreed that there was increase on employees' knowledge, respondents agreed that disciplinary management led to promotion of employees, respondents agreed that disciplinary management extends the application of knowledge to work, respondents agreed that disciplinary management broadens employees' perspective, respondents were undecided that disciplinary management increases long run work ability, respondents were undecided that disciplinary management improves problem solving abilities, respondents were undecided that disciplinary management were relevant to employees designation, respondents were undecided that disciplinary management ensured content is applicable to daily activities, respondents were disagreed that disciplinary management changes ways of making decision while respondents were disagreed that disciplinary management matches employees expectations.

The study also found out that, majority of the respondents rated employee performance, remuneration first, work environment and management commitment as first factors that that affect employee performance also majority rated motivation, tools, equipment and other resources second. The study found that, majority of the respondents agreed that there were staff knew the contents of the document, respondents agreed that management recognized suggestions that is reviews of the procedures, respondents agreed that individual effort was recognized in organization performance, respondents could neither agree nor disagree in seeing sense of motivation with the present of the document while respondents disagreed that they were satisfied with the procedures.

The study further found that majority of the respondents was in agreement in that there was sound and effective disciplinary policy in the organization. In support of their answer those who were in agreement indicated this help in controlling employee's behavior by ensuring there is teamwork and cohesion in the organization. This reduces time and resources wastage which reflect positively to the organization.

Regression Analysis of the Findings

The researcher conducted a multiple linear regression analysis so as to determine the effects of discipline management 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, discipline systems, and disciplinary actions.
- b) Dependent variable: Employee performance

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, disciplinary procedures, discipline systems, and disciplinary actions. The four 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 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 | | |
| | Total | 15.152 | 26 | | | |

- a) Predictors: (Constant), code of discipline, disciplinary procedures, discipline systems, and disciplinary actions
- b) Dependent Variable: Employee 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 is statistically significant in predicting how code of discipline, disciplinary procedures, discipline systems and disciplinary actions 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 3: 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 |
| Discipline systems | 0.082 | .042 | .301 | 2.252 | .020 |
| Disciplinary actions | 0.021 | .002 | .245 | 6.906 | .001 |

- a) Predictors: (Constant), code of discipline, disciplinary procedures, discipline systems, and disciplinary actions
- b) Dependent Variable: Employee performance

The established regression equation was:

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

The regression equation above has established that holding all factors (code of discipline, disciplinary procedures, discipline systems and disciplinary actions) 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. On the other hand, a unit increase in discipline systems will lead to a 0.082 increase in the scores of the employee performance; and a unit increase in disciplinary actions will lead to a 0.021 increase in the scores of the employee performance. This infers that code of discipline influences 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. The researcher dropped the regression model because $p>0.5$ and $t<1.96$. Therefore the restated model is as follows:

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

Non-parametric Correlation

A Spearman correlation is used when one or both of the variables are not assumed to be normally distributed. The values of the variables were converted in ranks and then correlated. The study correlated code of discipline, disciplinary procedures, discipline systems and the disciplinary actions under the assumption that both of these variables are normal and interval.

Table 4: Correlations

| | | Code of discipline | Disciplinary procedures | Discipline systems | Disciplinary actions |
|-------------------------|-------------------------|--------------------|-------------------------|--------------------|----------------------|
| Code of discipline | Correlation Coefficient | 1.000 | .617 | .547 | .667 |
| | Sig. (2-tailed) | . | .000 | .000 | .000 |
| | N | 61 | 61 | 61 | 61 |
| Disciplinary procedures | Correlation Coefficient | .617 | 1.000 | .437 | .235 |
| | Sig. (2-tailed) | .000 | . | .000 | .001 |
| | N | 61 | 61 | 61 | 61 |
| Discipline systems | Correlation Coefficient | .547 | .437 | 1.000 | .441 |
| | Sig. (2-tailed) | .000 | .000 | . | .002 |
| | N | 61 | 61 | 61 | 61 |

The results suggest that the relationship between code of discipline and disciplinary procedures ($\rho = 0.617$, $p = 0.000$) is statistically significant. Code of discipline and discipline systems had a ρ of 0.547 and a p value of 0.000 therefore denoting statistical significance. Similarly, the code of discipline and disciplinary actions posted a ρ of 0.667 with a p value of 0.000 therefore providing a statistical significance. Disciplinary procedures and discipline systems had a ρ of 0.437, $p=0.000$ further pointing to a statistical significance. On the same note, disciplinary procedures and the disciplinary actions correlated at $\rho=0.235$ and $p=0.001$. This therefore is statistically significant. Finally, the discipline systems and disciplinary actions stood at a correlation of $\rho=0.441$ and $p= 0.002$ revealing statistical significance.

CONCLUSIONS

With reference to the study findings obtained under the analysis of the collected data, the researcher makes conclusions with respect to each research question as the data was collected based.

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 conclude 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 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. This reduces time and resources wastage which reflect positively to the organization.

The study further concludes that, the current disciplinary actions have ensured that institution growth through effective procedures and good communication. According to the study unlike punitive discipline, an employee proposed discipline policy encourages workers to take responsibility for their actions by allowing them to propose their own discipline. According to the study 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.

The study finally concludes that, holding all factors (code of discipline, disciplinary procedures, discipline systems and disciplinary actions) 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. On the other hand, a unit increase in discipline systems will lead to an increase in the scores of the employee performance; and a unit increase in disciplinary actions will lead to an increase in the scores of the employee performance. This infers that code of discipline influences 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, disciplinary procedures, discipline systems and disciplinary actions as shown by the p values.

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.

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. Other problems in licensing like the process being time consuming, cumbersome, costly which causes delays and sometimes the verdict given is never fair, hence a disciplinary committee should be ready and ever available and use the shortest and transparent ways possible .

The study finally concludes that three components are necessary for the effective maintenance of a disciplinary procedure in an organisation: 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.

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.

The results of this exploratory study could be used as a basis to develop a theoretical model and measure of the fairness of disciplinary procedures. Sophisticated statistical techniques (e.g. structural equation modelling) could then be used to test the construct validity of the model in different organisations in both the private and public sectors in the South African economy. The measure of fairness of disciplinary procedures could be used as an important tool to manage discipline in organisations.

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