



DISCIPLINARY PROCEDURES, EMPLOYEE PUNCTUALITY AND EMPLOYEE PERFORMANCE AT NDOLA CITY COUNCIL (ZAMBIA)

Beauty Chewe¹ and Thomas Kweku Taylor²

¹The Copperbelt University, Zambia. Email: beautychewe@gmail.com

²School of Graduate Studies, The Copperbelt University, Zambia. Email: taylortk171051@gmail.com

Cite this article:

Beauty C., Thomas K.T. Disciplinary Procedures, Employee Punctuality and Employee Performance at Ndola City Council (Zambia). African Journal of Social Sciences and Humanities Research 4(2), 32-48. DOI: 10.52589/AJSSHR-LAFOQGOP.

Manuscript History

Received: 8 March 2021

Accepted: 6 April 2021

Published: 3 May 2021

Copyright © 2020 The Author(s). This is an Open Access article distributed under the terms of Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0), which permits anyone to share, use, reproduce and redistribute in any medium, provided the original author and source are credited.

ABSTRACT: *The purpose of the research was to assess the effect of disciplinary procedures on employee punctuality and performance at Ndola City Council. The research questions were: What is the relationship between disciplinary procedures, employee punctuality and performance? How have the institution's disciplinary procedures influenced employees on their punctuality? In what ways have the institution's disciplinary procedures influence employees' performance? Four hypotheses, i.e., disciplinary procedures positively affect employee performance; disciplinary procedures positively affect employee punctuality; employee punctuality positively affects employee performance; disciplinary procedures and employee performance was moderated by employee punctuality were tested. The hypothesis, disciplinary procedures positively affect employee performance was supported. It was concluded that factors including organizational culture, public institutional entity, and delayed payment of employees' motivational remunerations could possibly affect employee performance, hence punctuality not being a moderator. The main recommendation was that management should review issues related to organizational culture in relation to punctuality to improve performance.*

KEYWORDS: Discipline, Disciplinary Procedures, Punctuality, Employee Performance, Ndola City



INTRODUCTION

Human factor has been recognized by researchers and management to pose a lot of puzzles regarding behaviour, attitudes and ethical issues to most institutions particularly in the public sector (Thierry, 2018; Apalia, 2017). However, one of the puzzles that confronts most public sector institutions in most Sub-Saharan African countries is the issue of *punctuality*. DiPietro (2014, p.33) correctly stated that, “*A cultural trait that differs markedly across countries is time punctuality. While some countries are laid back with little time consciousness, with people and events rarely on time, others are very time conscious and demand punctuality for all events and for all occasions*”. White, Valk, and Dialmy (2011, p.482) also disclosed that, “*Social scientists, business travelers, and others frequently report that different cultural groups have different norms or practices regarding punctuality*”. In support of this statement, Thierry (2018, p.21) quoting former president of Cote d’Ivoire Laurent Gbagbo who launched a campaign in 2007 dubbed: “*African time is killing Africa - let's fight it*”, emphasized that the *concept of African time* seems to be a serious “*institutional cancer*” that must be addressed by all institutions. Interestingly, Nnajiolor (2016, p.253) explained that, “*Africans lack “time-discipline”. This time indiscipline could presumably be conceived to affect punctuality in all spheres of their lives*. Thus, Thierry (2018) reiterated that, “*Punctuality is a serious problem in Africa and could be a major cause to the poor performance of its organizations* (p.22). To this effect, institutions all over the world have developed *code of ethics as well as disciplinary procedures* to control, train, instill orderliness as well as loyalty and commitment in their employees to ensure the achievement of institutional strategic goals and annual targets..

However, reflecting on the *concept of African time* and *the issue of punctuality* this study considered the *discipline of the human factor* as the key to institutional development and growth. Thus, the study attempted to show the relationship between disciplinary procedures and employee punctuality and performance.

The Problem

Disciplinary procedures in local authorities are very imperative because employees seem to be engrossed in the concept of *African Time Syndrome*. Ndola City Council is no exception. The observed trend is that most of the employees provide flimsy excuses regarding reporting to work late, even though there are codes of ethics in the disciplinary procedures that workers are regularly flouted without any serious reprimands by management. Furthermore, some staff members indulge in the practice of *absenteeism* and *presenteeism* which are breach of disciplinary procedures and non-adherence to the *code of ethics* in the workplace, hence affecting the efficiency and quality of service delivery by the local authority.

The study sought to establish the relationships between disciplinary procedures, employee punctuality and employee performance at Ndola City Council guided by the following research questions: *What is the relationship between disciplinary procedures, employee punctuality and performance? How have the institution’s disciplinary procedures influenced employees on their punctuality? In what ways have the institution’s disciplinary procedures influenced employees’ performance?*



LITERATURE REVIEW

The literature begins with discussions on the contextual definitions of the concepts of *discipline*, *disciplinary procedures*, *punctuality* and *performance*. *Discipline* as a concept defies a single universally accepted definition and is understood differently by diversity as expressed by Apalia (2017), Hasibuan (2012), Mintah (2011), and Huberman (2009). Huberman (2009, p.67) stated that, “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*”. Hasibuan (2012) also argued that *discipline* is the awareness and willingness of a person to obey all the rules of the institution and the prevailing social norms. In agreement with Hasibuan (2012), Vonai (2012) also perceived discipline to include *control, regulate, loyal, moral, dutiful and company conscience*. Similarly, Hasibuan (2012) and Siagian (2005) provided a thoughtful definition indicating that, “*discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behaviors of employees so that employees voluntarily seek to work cooperatively with other employees and improve work performance*. Asare, Owusu-Mensah, and Gyamera, 2015, p.1 cited in Oats (2018, p.746) also supported the view of Siagian when they expressed that, “Discipline can also be dubbed the readiness or ability to respect authority and observe conventional or established laws of the society or any other organization”.

Contrary, Bedeian (1987, p.30) expressed that discipline is understood “*as action taken against an employee for violating established rules*”. Bedeian further added that, in general, the best discipline is self-discipline (p.32); hence, the biggest challenge of management will be developing self-discipline among the subordinates. The issue of self-discipline is enshrined in the definition provided by United States Marine Corps (2009) which states 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, i.e., through pain discipline is achieved*”. This intriguing definition incorporates the issues of *training, learning, punishment* which could be self inflicted as expressed by Siagian (2005), and Bedeian (1987). Knight and Ukpere (2014), cited in Idris and Alegbeleye (2015, p.91), reaffirmed the issues of training when they defined “discipline as a pattern of behavior which can be traced back from a particular training”. They went on to suggest that the behaviour is portrayed by a person in order to demonstrate his personal traits (ibid).

Disciplinary Procedures

On *disciplinary procedures* in organizations, Apalia (2017, p.5) expressed that these are rules and regulations that prescribe the standard of behaviour expected of employees. Knight and Ukpere (2014, p.589) stated that discipline and its subsequent rules and procedures form an integral part of the employment relationship between the employer and an employee. Gennard and Judge (2005, p.270) contributing to the views on the organization's *disciplinary procedure* outlined the *principles, policies and actions* which should be followed in certain situations; and it is important that the procedures be in writing and readily accessible and available to all employees. Supporting the views of Gennard and Judge (2005), Eby (2005) expressed that *disciplinary procedure* is “a way that an employer can tell an employee that something is wrong. In this respect, Bendix (2010, cited in Knight and Ukpere 2014, p.591) stated that, “disciplinary action and procedures are used as a corrective measure in organizations, not to punish the employee, but rather to correct behaviour or a current work standard to more appropriate levels. Gennard and Judge (2005) and Eby (2005) in separate expositions reiterated that employers use disciplinary procedures to tell employees that their performances or conducts within the



organization fall short of expectation and hence, encourage them for improvement performance and change of behaviour and attitudes.

Employee Punctuality

In his interesting publication on *punctuality, attendance policy and organizational performance* Thierry (2018, p.20) quoting Professor Emeritus Don Marquis (Professor of Philosophy at the University of Kansas) stated that, “*Punctuality is one of the cardinal business virtues: always insist on it in your subordinates*”. Interestingly, Roszkowski *et al.* (2005) in an exciting study titled, “*Better Late than Never? The relationship between ratings of attendance, punctuality, and overall job performance among Nursing Home Employees*”, concluded that, punctuality was more highly correlated with impressions of overall job performance from the perspective of the worker as well as the supervisor, even when restriction in range was considered as compared to attendance (p.218). The basis of this conclusion was that, “*Most work rules that Roszkowski et al. (2005), encountered allow for more lateness than absences before reaching the threshold of terminating a staff member, so this pattern most likely reflects the natural order of things*” (p.218). This revelation was supported by DiPietro (2014, p.33) who disclosed that, “*the cultural trait that differs markedly across countries is time punctuality*”. Notwithstanding the diversity of opinions expressed by various authors on the “*concept of punctuality*”, Preethi (2017, p.527) stated that, “*Punctuality is a virtue of responsible employees. It is more than just being on time. It is an attitude of an individual which shows the emotional attachment towards what one is doing; and thus, it can be defined as strict observance in keeping engagements and promptness*”.

Employee Performance

On the concept of performance, it must be comprehended that the literature has diversified opinions. Flippo (1984, p.13) defined “*performance*” as, “*the results achieved by a person in a line of work according to certain criteria to apply for a particular job and evaluated by certain people*”. According to Hasibuan (2013, p. 94) “*Performance is the result of work achieved in executing the tasks assigned to him based on the skills, experience, sincerity and time*”. Thus, *employee performance* involves factors such as quality, quantity and effectiveness of work as well as the behaviors employees show in the workplace (Donohoe, 2019).

Empirical studies Reviews

The extant literature exhibits some significant and intriguing empirical studies relating discipline, disciplinary procedures, to employee punctuality, employee performance or productivity or employee commitment (Knight & Ukpere 2014; Apalia, 2017; Idris & Alegbeleye 2015; Thierry 2018; and Ubah, Onyebueke & Omodu, 2019). The examples highlighted in the literature indicate the diversity of interest of researchers on the subjects of *discipline, disciplinary procedures, attendance policies, punctuality, employee commitment and performance*. Thierry (2018) focused his research on filling the gap whereby punctuality and workplace attendance seem to have been ignored or not given prior attention, hence, providing practical and theoretical answers to the problem of time and performance in the African public sector in general and Cameroon Customs Department in particular. To that effect, Thierry *et al.* considered variables such as punctuality, workplace attendance, organizational culture and organizational performance. The results indicated that punctuality



and performance have a positive correlation which means that as punctuality increases, employee performance also goes up.

Interestingly, a study done by Ubah, Onyebueke and Omodu (2019) on “discipline and organizational performance in Nigeria” revealed that organizational high performance depended on the employee commitment and dedication to duty which is controlled by the level of employee discipline in the system. Prior to this study, Idris and Alegbeleye (2015) in a study done on Nigeria Custom Service at Ikeja Command, revealed that high disciplinary cases in the service is blamed on *godfatherism*. In other words, many of the personnel who do find favours with senior officers in the public service become unruly, and hence put up despicable behaviour.

Contrary, Knight and Ukpere (2014) provided a different perspective of research on discipline in organizations in South Africa. Their study focused on *how employees perceive the application of disciplinary action in the organization and whether they felt that leaders were following correct procedures*. The result of the study was that employees felt disciplinary procedures were inconsistently applied, and that not all employees received the same treatment for similar actions. This perception was supported by Idris and Alegbeleye (2015) who highlighted the issue of “*godfatherism*” attributing to impartiality in disciplinary procedures in the Nigerian Customs Service.

Apalia (2017) focusing on the *effects of disciplinary management on employee performance in the County Education Office of Turkana County in Kenya* concluded that effective disciplinary policy implemented by Turkana County Education Office Human Resource Department helped in controlling employee’s behaviour by ensuring there is teamwork and cohesion in the organization. Interestingly, Kushoza (2017) conducted a study on Regional Administrative Secretary (RAS) in Tabora Region of Tanzania with two objectives, viz: to examine the impact of *disciplinary procedures on employee commitment; and examine challenges Human Resources face to institute disciplinary procedures in the organization*. The research revealed that though most of the employees have experienced some disciplinary actions due to indisciplinary acts such as alcoholism, absenteeism, lateness and theft, reformation to be more committed to the organization does not hinge on disciplinary procedures alone but factors such as good management (*i.e., creation of conducive working environment, provision of training to employees, instituting conducive and good salaries, and safety working environment*).

In the Zambian context, it must be stressed that even though most institutions have formulated *disciplinary policies and procedures*, no serious empirical research has been conducted to establish their effect on employee performance.

The empirical literature illustrates the diversity of research that had been executed on discipline, disciplinary procedures, policies, and processes vis-à-vis punctuality (or lateness) and performance (Ubah, Onyebueke & Omodu 2019; Thierry, 2018; Apalia, 2017; Iheanacho, Edema, & Ekpe, 2017; Idris & Alegbeleye 2015; Priyono, Marzuki & Soesatyo, 2015). The interesting disclosure in almost all the studies was that *disciplinary procedures or disciplinary processes influence employee performance*. In addition, all the studies reported that disciplinary procedures, codes of regulation or discipline in some cases, were in the full knowledge of the employees; with managers lacking effective communication procedures and protocols to the employees as a means of affirmation of the seriousness of management issues of workforce



discipline. However, the significant observation from all the empirical studies was the different organizational cultures and workforce behaviours between public and private institutions.

Theoretical Framework

Different theoretical constructs have been used to investigate the relationship between *disciplinary procedures, disciplinary policies, punctuality, motivation and employee performance and organizational commitment*. The relationships in most cases depend on the researchers' areas of concern, nature of research and the conceptual framework perceived. For instance, Ubah, Onyebueke and Omodu (2019) utilized the *ethics theory*. This study was guided by McGregor's Theory X and Y and the Red Stove Model. It was perceived that aspects of the ethical theory are enshrined in the McGregor's Theory X and Y and the Red Stove Model. McGregor's Theory X and Theory Y are two opposing perceptions about how people view human behaviour at work and organizational life (McGregor, 1960, p.74). Theory X states that, "people have an inherent dislike for work and will avoid it whenever possible; People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives (*this is perceived to be reflected in the organizational code of ethics or regulation*).

On the other hand, Theory Y states, "work is as natural as play and rest, people will exercise self-direction (*self control*) if they are committed to the objectives (*this is an ethical issue on social exchange contract*), commitment to objectives is a function of the rewards associated with their achievement" (McGregor, 1960, p.78). People learn to accept and seek responsibility (*the issue of effectiveness of disciplinary procedures*). The hot stove rule emphasizes that disciplinary action should be directed against the act and not the person. In short, a hot stove rule is a set of guidelines used in administering discipline that calls for quick, consistent and impersonal action preceded by a warning (*issues related to disciplinary procedures, disciplinary policies and regulations*) (Chruden & Sherman, 1984, p. 375). In short, the attributes of effective discipline that the metaphor highlights are *immediacy, forewarning, consistency and impartiality* (Rodgers, 2008).

From the theoretical postulations, the model below was generated illustrating three relationships between *disciplinary procedures* (as independent variable) and *employee performance* (as dependent variable 1); *disciplinary procedures* and *employee punctuality* (as dependent variable 2); *Punctuality* (as independent variable) and *Employee performance* (as dependent variable); and finally, the relationship between *disciplinary procedures* and *employee performance* with *punctuality as a moderator* (refer to the directions of arrows).

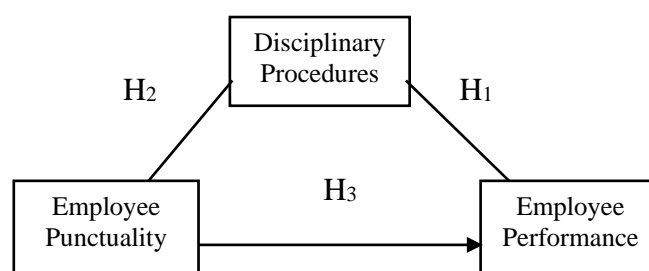


Figure 3: Conceptual Framework



Hypotheses generation

Disciplinary Procedures and Employee Performance

The performance of every organization is perceived to be dependent on its human resources. Thus, the workers have to observe a high level of discipline to improve the performance in the system (Ubah, Onyebueke & Omodu 2019, p.2216; Thierry 2018). Priyono, Marzuki and Soesatyo (2015), and Iheanacho, Edema, & Ekpe (2017) empirically disclosed that there is a positive correlation between Disciplinary procedures and actions and employees' performance. The presumptions are that: a well disciplined employee takes control of his or life and becomes more aware of his or her responsibilities thus, unconsciously engaging in a workplace learning training processes which make him or her perform at an acceptable level in the organization (see Knight & Ukpere 2014, cited in Idris & Alegbeleye 2015). In view of the highlighted expositions, we hypothesized the following:

H1: Disciplinary procedures positively affect employee performance.

Disciplinary Procedures and Employee Punctuality:

Disciplinary procedures, disciplinary policies and codes of ethics are to make the employee become self conscious of his or her moral obligations and responsibilities in the workplace; hence, the major significant expectations from management is to ensure employees improve on their *punctuality* and *work performance* (Ubah, Onyebueke & Omodu 2019; Thierry 2018). Knight and Ukpere 2014, cited in Idris & Alegbeleye (2015) referred to "*discipline* as a pattern of behaviour which can be traced back from a particular training". Such training incorporates *self-discipline* and *consciousness of time* in carrying out any assigned responsibility an employee is given in the workplace. Thus, the presumption herein is that, an employee provided with *the rules and regulations, policies and code of ethics* of the organization is most likely to improve on behaviour and attitudes which could improve punctuality and work habits. Hence, we hypothesized that:

H2: Disciplinary procedures positively affect employee punctuality

Punctuality and Employee performance:

An individual's consciousness of time in starting and ending any task is very important in any organization. *Time is a scarce commodity* which is subjected to conditions of uncertainty. As a scarce commodity its value is very expensive, i.e., time not devoted or wasted with respect to man hours lost per day costs the organization a lot in the production and service delivery line. Thierry (2018) expressed the opinion that punctuality is *the fact of doing something in an appointed period of time* (p.20). In their study on Cameroon Customs Department, it was realized that as punctuality increases performance also increases. The statement supports Halliburton's quote, '*punctuality is the soul of business*'. The assumption is that energetic and able bodied employees who *treasure, adhere to, and comply with* time allocated to specific tasks in the organization accomplish targets which increase and improve performance. The sentiments are considered by this research to be enshrined in the statement made by Roszkowski *et al.* (2005, p.218) that, "*Most work rules allow for more lateness than absences. The inference is that reporting late to work is not the issue but time of completion of assigned official duties for the day is more important* (see Thierry, 2018). Based on the above exposition, it is hypothesized that:



H₃: Employee punctuality positively affects employee performance

Disciplinary Procedures, Punctuality, and Employee Performance:

Based on the three hypotheses posited above, it was realized from the conceptual framework that it could be possible that punctuality could be a moderator between disciplinary procedures and employee performance. It was perceived that, as employees adhere to the disciplinary procedures, their attitudes and behaviours regarding punctuality will improve as Thierry (2018), Iheanacho, Edema, & Ekpe (2017) and Priyono, Marzuki and Soesatyo (2015) expressed. Punctuality in this relationship is perceived to be very significant and pivotal as expressed by Halliburton that it is the *soul of business*. The assumption is that knowledge and understanding of the tenets of the disciplinary procedures in the organization obligate employees to be punctual at work to perform to achieve targets, hence increasing performance. To this effect it is hypothesized that:

H₄: Disciplinary procedures and employee performance was moderated by employee punctuality

METHODOLOGY

This was an exploratory case study of Ndola City Council. The sample frame was 699 workforce comprising the Engineering Department, Environmental and Community Health Services Department and Administration and Housing Department.

Sample: A sample size of 280 employees (i.e., 40% of the 699) was decided to be representative due to the nature of the work schedules of the employees. During the study, it was realized that some of the members were on leave, others also do not work in the offices but are always in the field. This constraint meant that census survey could not be used; hence the 40%. Out of the 280 questionnaires, 250 representing 89.28% were returned.

Instrument: The data was gathered by using a structured questionnaire based on the 5-point likert scale design schedule as the main research instrument. The questionnaires were administered to staff while management was engaged in an interview section to ascertain adequate information for the two research questions: *How have the institution's disciplinary procedures influenced employees on their punctuality? In what ways have the institution's disciplinary procedures influenced employees' performance?*

Data Analysis and Results: The SmartPLS 3.2.3 software was used for the structural modeling depicted by the conceptual framework. It was realized that the SmartPLS software had the capacity to compute both the direct and indirect effects of exogenous (*Disciplinary Procedure*) and endogenous (*Employee Punctuality*) variables on the endogenous variable of *Employee Performance*. Hence, it was more appropriate and easier to compute and establish the path coefficients with *punctuality as a moderating variable*. In addition, the multiple linear regression analysis was conducted to establish the relationship between *Employee Performance* as the dependent variable with *Disciplinary procedures* and *Employee punctuality* as independent variables.



Descriptive Statistics: It was realized from the sample that approximately close to 75% were within the population cohort of 31 to 50 years with 6% representing those above 51 years (See Table 1). The respondents between 18 and 30 years were close to 20%. The statistics are very interesting showing very few employees close to the voluntary retirement age of 55 years. Reflecting on the period of service by the respondents, it was inferred that the City Council during the period of the study had 66.0% staff who had been working for more than 7 years and hence have had adequate knowledge of the institutional culture and work ethics relating to disciplinary procedures and punctuality. The other demographic factor of importance was the education and knowledge levels of the respondents which were perceived to be very significant to the study vis-à-vis disciplinary procedures, punctuality and performance. The assumption was that working in the City Council, the workers would exhibit adherence to the code of ethics and thus exhibit a working culture of compliance and commitment to the institutional regulations related to self discipline. The statistics indicated that 44.8% of the respondents had attained at least their first degrees with 46.8% having secured themselves at least secondary (Grade 12) certificate. Thus, in line with this study there was great expectation from management with adherence to disciplinary procedures and punctuality.

Table 1: Demographic Statistics of Respondents

| Demographic Category | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------------------|------------|------------|---------------|--------------------|
| Age Structure | | | | |
| 18 to 20 years | 10 | 4.0 | 4.0 | 4.0 |
| 21 to 30 years | 39 | 15.6 | 15.6 | 19.6 |
| 31 to 40 years | 130 | 52.0 | 52.0 | 71.6 |
| 41 to 50 years | 56 | 22.4 | 22.4 | 93.4 |
| 51 years and Above | 15 | 6.0 | 6.0 | 100.0 |
| Total | 250 | 100 | 100 | 100.0 |
| Education Qualifications | | | | |
| Basic Education | 21 | 8.4 | 8.4 | 8.4 |
| Secondary Education | 36 | 14.4 | 14.4 | 22.8 |
| Certificate /Diploma | 81 | 32.4 | 32.4 | 55.2 |
| Bachelor Degree | 108 | 43.2 | 43.2 | 98.4 |
| Masters Degree | 4 | 1.6 | 1.6 | 100.0 |
| Total | 250 | 100 | 100 | 100.0 |
| Period of Service at Council | | | | |
| 1 to 3 years | 37 | 14.8 | 14.8 | 14.8 |
| 4 to 6 years | 48 | 19.2 | 19.2 | 34.0 |
| 7 to 9 years | 100 | 40.0 | 40.0 | 74.0 |
| 10 years and above | 65 | 26.0 | 26.0 | 100.0 |
| Total | 250 | 100 | 100 | 100.0 |



Indicator Reliability

After examining the outer loadings for all latent variables, 15 indicators (DP5, DP6, DP8, DP9, DP10, DP12, EP3, EP5, EP6, EP9, EP11, EP12, EPE2, EPE5 and EPE7) indicators were removed because their outer loadings were smaller than the 0.4 threshold level (Hair *et al.* 2013). The resulting outer loadings with values above .7 are shown in Table 2.

Table 2: Outer Loadings

| Constructs (Latent Variables) | Items | Outer Loadings | Composite Reliability | Average Variance Extraction (AVE) |
|--------------------------------------|--------------|-----------------------|------------------------------|--|
| Disciplinary Procedures | | | .979 | .867 |
| | DP1 | 0.917 | | |
| | DP2 | 0.935 | | |
| | DP3 | 0.924 | | |
| | DP4 | 0.947 | | |
| | DP7 | 0.952 | | |
| | DP1 | 0.950 | | |
| | 1 | | | |
| | DP1 | 0.892 | | |
| | 3 | | | |
| Employee Punctuality | | | .973 | .840 |
| | EP1 | 0.894 | | |
| | EP2 | 0.943 | | |
| | EP4 | 0.971 | | |
| | EP7 | 0.968 | | |
| | EP8 | 0.929 | | |
| | EP1 | 0.943 | | |
| | 0 | | | |
| | EP1 | 0.774 | | |
| | 3 | | | |
| Employee Performance | | | .963 | .811 |
| | EPE | 0.873 | | |
| | 1 | | | |
| | EPE | 0.855 | | |
| | 3 | 0.934 | | |
| | EPE | | | |
| | 4 | | | |
| | EPE | 0.909 | | |
| | 6 | | | |
| | EPE | 0.907 | | |
| | 8 | | | |
| | EPE | 0.921 | | |
| | 9 | | | |



Internal Consistency Reliability

A threshold level of 0.60 or higher is required to demonstrate a satisfactory composite reliability in exploratory research (Bagozzi & Yi, 1988) but not exceeding the 0.95 level (Hair *et al.* 2013). The composite reliability for *Disciplinary Procedures, Employee Punctuality and Employee performance* are shown to be 0.979, 0.973, and 0.963 respectively. The values exceeded the .95 which could be attributed to the high loading factor values of the items; and the low differences in value between the minimum and maximum factor loadings (Bacon, Sauer & Young, 1995).

Convergent Validity and Discriminant Validity

Convergent validity refers to the model's ability to explain the indicator's variance. The Average Variance Extracted (AVE) can provide evidence for convergent validity (Fornell & Larcker, 1981). Bagozzi and Yi (1988) suggested an AVE threshold level of 0.5 as evidence of convergent validity. The AVE for the latent construct for *Disciplinary Procedures, Employee Punctuality and Employee performance* are shown as 0.867, 0.840 and 0.811 respectively. The Fornell-Larcker (1981) criterion is a common and conservative approach to assess discriminant validity. To establish the discriminant validity, the square root of average variance extracted (AVE) of each latent variable should be larger than the latent variable correlations (LVC). Table 3 clearly shows that discriminant validity is met because the square root of AVE *Disciplinary Procedures, Employee Punctuality and Employee performance* are much larger than the corresponding LVC (Fornell & Larcker, 1981).

Table 3: Discriminant Validity

| Constructs | 1 | 2 | 3 |
|-------------------------|--------------|--------------|-------------|
| Disciplinary Procedures | <i>0.931</i> | | |
| Employee Punctuality | -0.097 | <i>0.917</i> | |
| Employee Performance | 0.315 | 0.255 | <i>0.90</i> |

Note: The square root of AVE values is shown on the diagonal and printed in italics; non-diagonal elements are the latent variable correlations (LVC)

Collinearity Assessment

Collinearity is a potential issue in the structural model and that variance inflation factor (VIF) value of 5 or above typically indicates such problem (Hair *et al.* 2013). The collinearity assessment results are summarized in Table 4. It can be seen that all VIF values are lower than five, suggesting that there is no indication of collinearity between the predictor variables.

Table 4: Collinearity Assessment

| Constructs | VIF | Collinearity Problem? (VIF>5?) |
|-------------------------|------------|--|
| Disciplinary Procedures | 1.010 | No |
| Employee Punctuality | 1.010 | No |



Dependent variable: employee performance

Scores for the latent constructs and descriptive statistics

Scores for each latent construct were obtained as a linear combination of the indicators on each construct. Table 5 shows the descriptive statistics for each of the latent constructs. The mean ranged from 3.537 to 4.274; the standard deviation ranged from 0.669 to 0.928; skewness ranged from -0.872 to -0.494 and kurtosis ranged from -0.456 to 1.123. Overall, the emergent picture was that the skewness and kurtosis of all the variables were within the range -2 and +2; indicating no serious deviation from normality for all the variables. The mean values for all the three variables were above the 3.50 portraying that on average respondents generally agreed with the variables set for disciplinary procedures, employee punctuality, and employee performance.

Table 5: Descriptive statistics for each of the Constructs

| | N | Mean | Std Deviation | Skewness | Kurtosis |
|-------------------------|-----------|-----------|---------------|-----------|-----------|
| Statistic | Statistic | Statistic | Statistic | Statistic | Statistic |
| Disciplinary_Procedures | 250 | 4.2740 | .66895 | -.872 | 1.123 |
| Employee_Punctuality | 250 | 3.5366 | .81389 | -.688 | -.125 |
| Employee_Performance | 250 | 3.7807 | .92776 | -.494 | -.456 |

Regression analysis

A multiple linear regression was performed between *Employee performance* as the dependent variable and *Disciplinary procedures* and *Employee punctuality* as independent variables. The R^2 was found to be 0.115 which explained 11.5% of the variance of the endogenous construct *employee performance*. However, the model relating *employee performance* as the dependent variable and *employee punctuality* and *disciplinary procedures* as independent variables was significant ($F = 7.967$, $p < 0.05$).

Hypothesis Testing

Table 6 shows that *Disciplinary Procedure* had the strongest effect on *employee performance* with (0.299) whereas *employee punctuality* had the least effect on *employee performance* (0.91) based on the path coefficient estimations. Only one hypothesis (H_1) was supported indicating that increased disciplinary procedure was associated with high employee performance (See Table 7).



Table 6: Path Coefficients

| Path | Path Coefficients | t-values | p-value |
|--|-------------------|----------|---------|
| H1: <i>Disciplinary procedures -> employee Performance</i> | 0.299 | 3.116 | 0.002 |
| H2: <i>Disciplinary procedures -> employee Punctuality</i> | 0.910 | 1.331 | 0.184 |
| H3: <i>Disciplinary procedures -> employee Punctuality</i> | -0.970 | 0.936 | 0.350 |
| H4: <i>Disciplinary procedure ->employee Punctuality -> employee Performance</i> | -0.028 | 0.835 | 0.404 |

Table7: Summary of Hypotheses Testing

| Hypotheses | Supported (Yes or No?) |
|--|------------------------|
| H1: <i>Disciplinary procedures -> employee Performance</i> | Yes |
| H2: <i>Disciplinary procedures -> employee Punctuality</i> | No |
| H3: <i>Disciplinary procedures -> employee Punctuality</i> | No |
| H4: <i>Disciplinary procedure ->employee Punctuality -> employee Performance</i> | No |

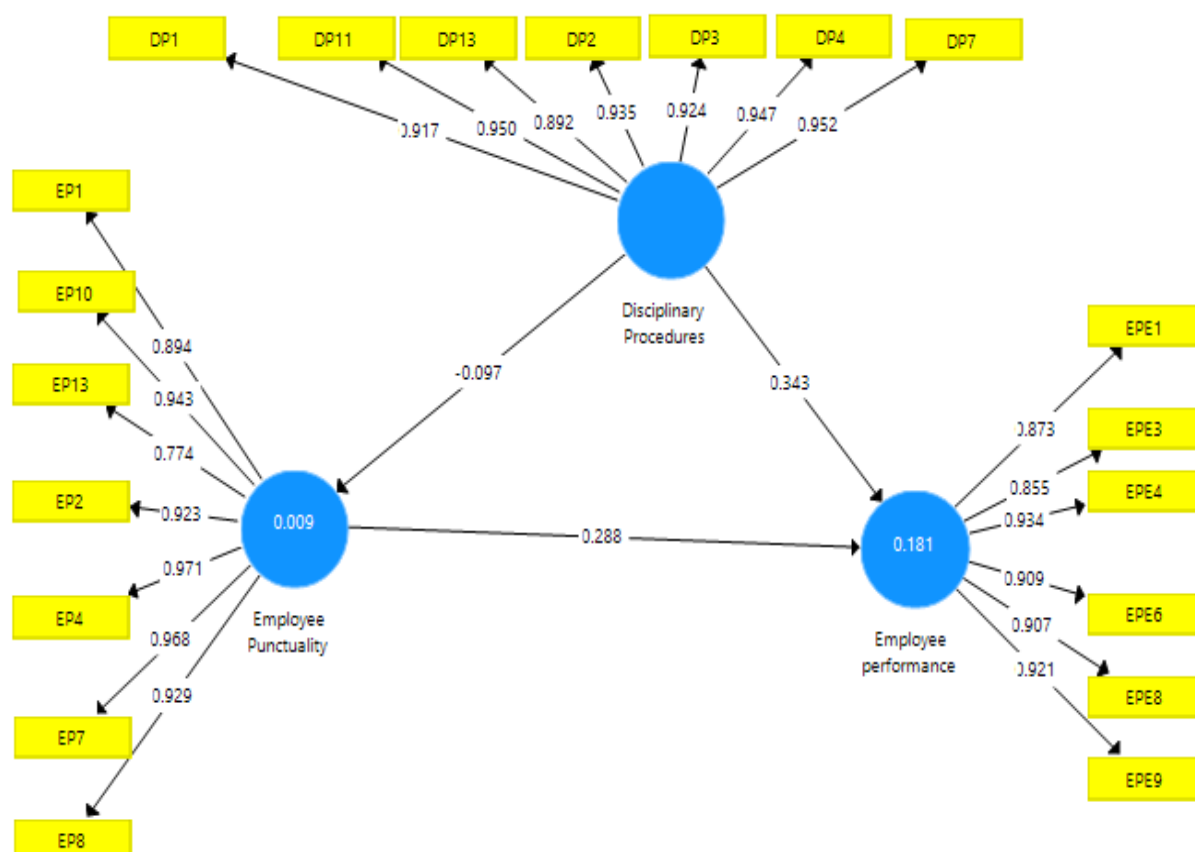


Figure 2: SmartPLS Model and Results



FINDINGS

From the analysis and results, the answers to the research questions were deduced as follows:

First Research Question: *What is the relationship between disciplinary procedures, employee punctuality and performance?* The results showed that discipline procedures had a significant effect on employee performance at Ndola City Council. This means that if the employee's discipline is good, it will improve employee performance. The study further revealed that there was no significant relationship between employee punctuality and employee performance. Similarly, employee punctuality had the least effect on employee performance (as shown by Path Coefficients of 0.91). The mean value elicited in this case was 3.51, illustrating that on average, respondents were not sure that punctuality is very vital in an organization like the Ndola City Council. The only explanation to this result is the work culture in the public service institutions in the country. In the public service institutions, there is no *modus operandi* requesting the labour force to clock in when they report to work. The same applies to when they are leaving the offices at the end of the 8 hours of work. One significant result from the survey was the mean value of 3.11 which indicated that on average; respondents were not sure that punctuality means being on time at work. The work culture condones and supports *absenteeism* and *presenteeism*. This emphasized the point that disciplinary procedures of the City Council had not positively impacted on the employees' attitude on behavior on punctuality. They also agreed that they normally report late to work because of their place of residence.

Second Research Question: *How have the institution's disciplinary procedures influenced employees on their punctuality?* As a case study, interviews conducted with some middle and senior management staff revealed that though the institution's code of ethics and disciplinary procedures are part of the conditions of services provided to employees as part of their induction, the compliance seems to be affected by the organizational culture and behaviour of staff. New employees normally adhere to the code of ethics in their first few months (i.e., the first 6 to 8 months) after their induction. Once they are accustomed to the organizational culture and attitudes of staff, they also adopt the behaviour. The main reason provided during the interviews was that there is lack of effective supervision by heads of units. In other words, weaknesses of the leaderships of the units are exploited by the subordinates. The other reason was that there was no system for the staff to clock in and out of the office. This is the major lapse in controlling punctuality in the organization.

Third Research Question: *In what ways have the institution's disciplinary procedures influenced employees' performance?* Interviews with some members of staff in the human resources department revealed that most members of staff are aware of the disciplinary procedures which they would not want to be subjected to the experience since it will be on their records which might affect their future promotions or any form of recognition that management might consider befitting for them. Interestingly, it was ascertained that most of the staff are very conscious of promotions and transfers within the Local Government establishment and hence would prefer to have good performance records to facilitate in particular their promotions. The positive correlation between disciplinary procedures and employee performance is a testimony of the awareness of the staff's responsibility to offer quality service to the public. The irony of this performance apparently is not related to punctuality (i.e., reporting to work on time) but perhaps not being punctual all the time but accomplishing the day's work on time.



CONCLUSIONS AND RECOMMENDATIONS

The study revealed that disciplinary procedures have a positive impact on employee performance. Effective disciplinary procedure is an essential communication tool from management to reform employees from unacceptable employee behaviour or unacceptable employee performance. What needs to be done by management is to strategically evolve mechanisms to improve the relationship between disciplinary procedures and employee punctuality and performance. Though the findings indicated that there was no significant relationship between employee punctuality and employee performance, it was inferred that other factors that could cause tardiness are lack of motivation in terms of promotion and preferential treatment by some managers against some of their team members.

The outcome of the research has shown that discipline amongst the workforce of Ndola City Council has the potency of enhancing employee punctuality and performance even though some challenges were identified. It is therefore recommended that management should continue to improve upon what has so far been achieved, i.e., taking preventive measures in setting clear expectations on employee behaviour and performance and ensure that written policies, procedures and work rules regarding discipline are communicated to employees through employee handbook.

Employee punctuality is a degree of commitment to the job role, organization and time management. It is thus recommended that, apart from re-enforcing application of the *Time and Attendance System (i.e., rules and regulations regarding attendance and punctuality)*, management should also institute a reward system for employees with perfect attendance and punctuality. In addition, it is recommended that management should make every effort to change the work culture of the workforce by systematically organizing in-house workshops through its Human Resource Department or Unit to *coach, counsel, and educate* workers on disciplinary procedures and its relationship with punctuality and performance. Besides, there is a need for management to ensure that effective disciplinary actions are carried out in the organization without favouritism.

REFERENCES

- 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), pp.1-18
- Asare, A. S., Owusu-Mensah, F., & Gyamera, A. (2015). *Managing School Discipline: The Students' and Teachers' perception on disciplinary strategies*. European Centre for Research Training and Development: UK
- Bacon, D. R., Sauer, P. L., & Young, M. (1995). Composite Reliability Structural Equation Modelling, *Education and Psychological Measurement*, Vol.55, No.3 June, 394-406, 1995 Sage Publication Inc. www.researchgate.net/publication/235726234
- Bagozzi, R.P., & Yi, Y. (1988). On the evaluation of structural equation models. *Academy of Marketing Science*, 6(1), 74–93.
- Bedeian, A. G. (1987). *Principle of Management*: Chicago: Dryden Press
- Bendix, S. (2010). *Industrial Relations in South Africa*. Cape Town: Juta & Co. Ltd



- Chruden, H. J. & Sherman, A.W. (1984). *Managing Human Resources*. 7th ed. Cincinnati: South-Western Publishing Co
- DiPietro, W. R. (2014). Time Punctuality and Social Cohesiveness, *International Journal of Business, Humanities and Technology*, Vol. 4, No. 1, January, pp. 33-37
- Dishon, B. M. & Koslowsky, M. (2002). Determinants of Employee Punctuality: *Journal of Social Psychology*, RS5011, Vol. 15, pp. 17 – 39.
- Don Marquis (2013). *The Lives and Times of Archy and Mehitabe*
- Donohoe, A. (2019). Employee Performance Definition, <https://bizfluent.com/facts-7218608-employee-performance-definition.html> (Accessed on the 15th of May 2020)
- Eby, M. (2005). *Painless Management Improvement* (2nd Edition), New York: State University Press.
- Employee Performance-Recruiter <https://www.recruiter.com/employee-performance.html> Accessed on the 15th of May 2020
- Fippo, E. B. (1984). *Personnel Management*. Singapore: McGraw Hill.
- Fornell, C. & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error, *Journal of marketing Research*, Vol. 18, No.1, pp.39-50.
- Gennard, J., and Judge, G. (2005). *Employee Relations* (4th edition). London: UK: Chartered Institute of Personnel and Development.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2013). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Thousand Oaks: Sage.
- Hasibuan, M. S. P. (2013). *Human resource management. Revised Edition* Moulds 17, Jakarta: P T. Bumi Script.
- Huberman, J. (2009). *Discipline without Punishment: Harvard Business Review*, May 2009.
- Idris, S. and Alegbeleye, G. I. (2015). Discipline and Organizational Effectiveness: A study of Nigeria Custom Service, *Review of Public Administration and Management*, Vol. 4, No. 8, December 2015 ISSN: 2315-7844
- Iheanacho, M. J. U., Edema. A. J. M., & Ekpe, O, E. (2017). Perceived Discipline, Punishment and Organizational Performance of Employees of Federal Ministries in Cross River State, *Global Journal of Educational Research*, Vol. 16, pp. 15-20
- Kashoza, T. (2017). *Examine Disciplinary Procedures on Employees' Commitment in the Organization: A Case study RAS Office Tabora. A Dissertation Submitted in Partial Fulfillment of the Requirements for the Award of Degree of Master in Public Administration of Mzumbe University in Tanzania*
- Knight, X. & Ukpere, W. I. (2014). The Effectiveness and Consistency of Disciplinary Actions and Procedures within a South African Organization *Mediterranean Journal of Social Sciences* (MCSER). 5(4) 589 – 596
- McGregor, D. (1960). Theory X and Theory Y. *Organization Theory*, 358-374.
- Mintah, K. (2011). *Industrial Harmony at the Workplace*, 1st Edition, Ghana: Publishing Company. pp. 12–18
- Nnajiolor, O. G. (2016). Justification of Concept of Time in Africa, *Ogirisi: A new Journal of African Studies*, vol. 12s pp. 253-281, <http://dx.doi.org/10.4314/og.v12i>
- Oats, R. (2018). Teachers Decry Indiscipline among Students in Botswana: Hidden Curriculum Strategies as a Panacea, *International Journal of Scientific Research in Education*, October, Vol. 11(4), p.745-755.
- Preethi, S. S. (2017). Meaning of Organizational Commitment; Is Punctuality a Parameter: A Study on Pharmaceutical Sales Personnel, *International Journal of Science Technology and Management*, Vol., No.6, Issue No. 03, pp.625-531



- Priyono, P., Marzuki, and Soesatyo, Y. (2016). Influence of Motivation and Discipline on the performance of Employees (Studies on CV Eastern Star Home in Sarabaya), *Journal of Global Economics Management and Business Research* 5(3), pp. 212-220. ISSN: 2454-2504
- Rodgers, C. (2008). *Discipline in organizations – On ‘hot stove rules’, performance conversations and an opportunity to learn.*
https://informalcoalitions.typepad.com/informal_coalitions/2008/10/discipline-in-organiz (accessed 29th June 2020)
- Roszkowski, M. J., Sprent, S., Conroy, J., Garrow, J., Delaney, M. M., and Davies, T. (2005). Better Late Than Never? The Relationship between Ratings of Attendance, Punctuality and Overall Job Performance Among Nursing Home Employees, *International Journal of Selection and Assessment*, Vol. 13., No. 3. September, pp. 213-219
- Siagian, S. P (2005) 21st Century Management. Jakarta: Earth Literacy
- Thierry, A. Z. (2018). Punctuality, Attendance Policy and Organizational Performance, *International Journal of Research Science and Management* (20), 5(8)
<http://www.ijrsm.com>
- Ubah, C. N., Onyebueke, M. C., and Omodu, C. O. (2019). Discipline and Organizational Performance, *International Journal of Current Research*, 11, (03), pp.2216-2219
- United States Marine Corps (1998). Quality of Life, Good Order and Discipline, *ZYB*, Vol. 25, pp. 8-23.
- Vonai, C. (2013). Management of discipline for good performance: A theoretical perspective. *Online Journal of Social Sciences Research*, 2(7), 214 – 219
- White, T. L., Valk, R. & Dialmy, A. (2011). What is the Meaning of “On Time? The Sociocultural Nature of Punctuality, *Journal of Cross-Cultural Psychology*, 42(3), pp.482-493