



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**PRACTICES AND CHALLENGES OF DISCIPLINE IN THE
WORKPLACE:
A CASE STUDY ON COMMERCIAL BANK OF ETHIOPIA**

**By
Betlehem Awuraris**

June, 2023
ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY,
SCHOOL OF GRADUATE STUDIES IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION**

**JUNE, 2023
ADDIS ABABA, ETHIOPIA**

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APPROVED BY BOARD OF EXAMINERS

Dean, School of Business

Advisor

Chala Dechassa (PhD, Asso. prof) 

External Examiner

Internal Examiner

DECLARATION

I, Betelhem Awuraris, declare that this thesis is my original work, prepared under the guidance of Dr Mesfin Tesfaye. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

Name

St. Mary's University, Addis Ababa

Signature

Jun, 2023

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate studies for examination with my approval as a university advisor.

Mesfin Tesfaye (Dr)

Advisor

St. Mary's University, Addis Ababa

Signature

Jun, 2023

ACKNOWLEDGMENTS

First and for most, I would like to give my glory and praise to the Almighty GOD for his invaluable cares and supports throughout the course of my life and helped me since the inception of my education to its completion.

I'm grateful to appreciate my Advisor Dr Mesfin Tesfaye who has taken all the trouble with me while I was preparing the paper. Especially, his valuable and prompt advice, his tolerance guidance and useful criticisms throughout the course in preparing the paper, constructive corrections and insightful comments, suggestions and encouragement are highly appreciated.

I am also thankful to my family. I am thankful to my friends who have helped and supported me to prepare this paper. Also I would like to appreciate all the support I have received from colleges and respondents of Commercial Bank of Ethiopia employees who have participated in clarifying issues, completing the questioner, and also facilitating in the process. Great appreciation is also extended to all those who have helped me while conducting the study.

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List of Acronyms

CBE.....	Commercial bank of Ethiopia
HRM.....	Human resource manger
SJBSS	Strategic Journal of Business and Social Science
SD.....	Standard deviation

Abstract

Employees are the life-blood of an organization. Their performance is paramount in achieving goals. It is expected that their conduct must be in tandem with the rules and policies of their organization if such an organization want to be effective in the accomplishment of its goal and objectives. Employees will achieve work when they have the discipline and motivation to perform their job well. Disciplinary issues in CBE is being handled in a way that creates conflict and hatred in the workplace. In most cases, disciplinary measures are being used as punitive rather than corrective purpose. So the purpose of this research is to assess the workplace disciplinary practices in the commercial bank of Ethiopia. This research used both Quantitative and Qualitative research approach and Descriptive research design. Data collection is done by observation, questionnaire, and document study. The samples in this study were 370 managerial and non-managerial employees of the commercial bank of Ethiopia. A sampling method used in this research is simple random sampling for selecting employees and purposive sampling for selecting sample branches. The collected data is processed using SPSS. The study discovered that unfair management practices, impersonal and inconsistent disciplinary actions, lack of adequate supervision of employees, minimum flow of communication between managers and employees and lack of effective grievance handling procedures are the major causes of indiscipline among the staff of commercial bank of Ethiopia. Furthermore, it was found that the enforcement of sanctions and penalties on violators, responsive and sound supervision and giving attention to employees' needs and grievances are the most effective ways of maintaining discipline in the CBE. Based on this, the study recommended that Management may attend swiftly to the yearnings and grievances of its staff, Additionally managers can be open to communicate with their subordinates and. they may try as much as possible to create opportunities that would meet the needs of their staff. These would go a long way to spur oneness and adherence of rules and requirements.

Keywords: Work discipline, Managerial supervision, Communication, Grievance Handling, Disciplinary Action

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

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, 2017).

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, 2013). 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).

Discipline is very essential for a healthy industrial atmosphere and the achievement of organizational goals. Various disciplinary management mechanisms can be manipulated in the organization which includes positive and negative reinforcement of expected behavior in the organization. Organizations can do this through the use of the employment code of conduct, rewarding good behavior, punishing undesirable behavior and other indirect methods of putting trust among employees. Discipline in an organization ensures productivity and efficiency.

The key word with these two scholars is goal, thus discipline is seen as a tool whose effective use can result in the realization or accomplishment of organizational goal. Harris (2010) argues that both positive reward and negative penalties could be used to encourage the desired behavior. He sees discipline as giving reward or punishment. To him discipline should be visualized as the development of the ability to analyze situations to determine what the correct behavior is and to decide to act favorably in advance receiving specific reward or penalties.

In Ethiopia especially, in the banking sectors 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.

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, 2006).

In an organization, whether big or small, there are rules and regulations that govern them to ensure employees conform to the behavior performance standards necessary for the achievement of organizational and business objectives. Discipline can be defined as an action taken by management against an individuals or group which fails to conform or follow the rules established by management.

Various management units should co-operate with their subordinates to avoid unnecessary conflicts. Either a supervisor or a management unit should guide employee on how to perform in line with the prescribed legislation, work procedures, rules and regulations, if employees act contrary to the mentioned guide lines, they will be liable because they are informed of the disciplinary measures during the process of induction were they are given the disciplinary code of conduct.

1.2 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.

Discipline measures are regarded as a way in which management control and train its workforce whereas management strive to have disciplined workforce and ensure that they conform to the rule and regulation laid for them and for those who do not are punished so as to achieve organizational objectives.

Many researchers have detailed about discipline management of different organization for instance Mullins and Peacock (2014), also concurred with Okumbe (2008), and argued that effective organizations demonstrate sound inclusive practices, which includes emphasizing on rules and regulations, collaborative leadership and their good practice. The Organization rules and regulations therefore prescribe the standard of behavior expected of all employees. 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 did not say anything on the effect of organization rules and regulations on employees' performance and thus a need for this study. These researchers concentrated on discipline in organizations without studying its effects on employees' performance, which called for this study. The Organization rules and regulations therefore prescribe the standard of behavior expected of all the employees. Most of the researches on the disciplinary practices have been done in organization other than banking sector. This study sought to fill the existing research gap by conducting a study to determine the disciplinary practice and challenges in the commercial bank of Ethiopia

Disciplinary issues in CBE have been handled in a way that creates conflict and hatred in the workplace. In most cases, disciplinary measures are being used as punitive rather than corrective

purpose. Apart from this, the effectiveness of disciplinary measure rests on effective rules and regulations, most times rules are violated, protocol jumped and procedures avoided, these seriously undermines the effectiveness of discipline measures especially in public organizations where violation of laws is at the highest (Handy, 2006). This has made the disciplinary actions less effective and invariably affects the organization negatively. Majority of the employee who pursue their issue win most of the labor cases such that the organizations end up reinstating them, which ultimately affect organizational performance. The Organization therefore have not been able to use disciplinary practices that aim at correcting the behavior without hurting the worker. Disciplinary practices are meant to improve unacceptable behavior or performance so as to achieve organizational goals and mission through high productivity or efficiency. It plays a major role in determining the future behaviors of employees, and it can be for the better or worse within this context. Additionally disciplinary practices taken within CBE are not perceived to be fair, and this perception may be a barrier to the purpose of disciplinary action, which is actually meant to correct behavior. Where most managers of the bank are conducting disciplinary practices on employees they often tend to be biased in their recommendations depending on whether they liked or disliked the accused employee. This result into lack of motivation, mistrust, fear and brings about hatred amongst workers which in turn affects employee performance and it's in this light that the research seeks to dig out the effectiveness of discipline practices with specific reference to the Commercial bank of Ethiopia.

1.3 Objective of the study

.3.1 General objective

- The general objective of the study is to assess the practices and challenges of work place discipline in commercial bank of Ethiopia

.3.2 Specific objectives

- To assess CBE's disciplinary rules and regulation.
- To assess the disciplinary actions in commercial bank of Ethiopia.
- To evaluate the managerial supervision in commercial bank of Ethiopia.
- To evaluate the flow of communication between employees and managers in commercial bank of Ethiopia.
- To assess employee grievance handling system in Commercial bank of Ethiopia.

1.4 Research Questions

- How effective is CBE's disciplinary rules and regulation?
- How effective is the disciplinary action in commercial bank of Ethiopia?
- How effective is the managerial supervision in commercial bank of Ethiopia?
- How effective is CBE's flow of communication between employees and managers?
- How effective is the employee grievance handling in Commercial bank of Ethiopia?

1.5 Limitation of the study

Even if it is very essential and necessary to conduct a research on Effectiveness of disciplinary practices on banks in the country level, it is limited to Addis Ababa areas due to inconvenience of the environment and to come up with precise data. Therefore, geographically, the study was delimited to the financial service of the banking sector on Commercial Bank of Ethiopia, in Addis Ababa seventeen city branches, two branches from one district and head office are only elected due to the homogeneity of service provision, policy formulation and circulation and human resource strategy implementation of the bank over its branches. Some of the other possible limitations of this research were some staffs are un-willing to fill the questioner properly due to lack of time to utilize their maximum effort because of other work pressure, the researcher also faced financial limitation to conduct comprehensive and detail study of disciplinary practice in the specified branches of CBE. The researcher is delimited to only five variables other variables such as training of employees and supervisors is not measured. This research was also delimited to the data collection tools used. There are data collection tools such as questionnaire, interview, observation and experiment. However, the researcher used only questionnaires and interview as a form of data collection tools for this study due to time constraint and other challenges.

1.6 Significance of the study

Discipline is highly instrumental to effective organizational performance. However, sequel to the fact the current level gross indiscipline in the commercial bank of Ethiopia, it is alarming and its attendant effects on the performance of the bank makes this study imperative. Therefore, the researcher considers it significant to bring to light the relevance of employee discipline in enhancing organizational performance. Thus, this study will reveal the effectiveness disciplinary practices of the bank.

It is believed that this study will contribute to existing body of knowledge and it will be highly beneficial to management of the organization, and to the general readers and future researchers who may be interested in this kind of research work.

1.7 Definition of key terms

A) Disciplinary Action: A disciplinary action is a reprimand or corrective action in response to employee misconduct, rule violation, or poor performance.

B) Disciplinary Policy: a disciplinary action policy identifies and standardizes procedures for responding to incidents that go against company policy. A well-written disciplinary action policy clearly states your company's rules and the consequences that happen if those rules are broken.

C) Managerial Supervision: are used to assess a person's performance against aspects such as resource and time management and is usually led by a line manager on an annual basis.

D) Performance: is how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output.

E) Human Resource Management (HRM): is a management system to ensure that human talent is used effectively and efficiently to accomplish organizational goals.

F) Grievance handling: is the management of employee dissatisfaction or complaints (e.g. favoritism, workplace harassment, or wage cuts). Harris (2010)

1.8 Organization of the Study

The study comprises five chapters. Chapter one discusses the background, problem statement, scope of the study, significance, and objectives for undertaking this research. Chapter Two looks at existing literature related to the study to gain an understanding of the research topic. Chapter Three presents the research methodology that the researcher used to undertake the study. Chapter Four comprises the findings and discussions of the findings to the study. Whereas, Chapter five summarize the findings of the study and also make recommendations that would contribute to solving the problem raised, as well as a recommendation for further study.

CHAPTER TWO

LITERATURE REVIEW

2.1 THEORETICAL LITERATURE

2.1.1 The use of discipline

Studies by Bendix, 2010 states that disciplinary action and procedures are used as a corrective measure in organizations, not to punish the employee, but rather to correct behavior or a current work standard to more appropriate levels. It is thus important to give some form of correction following an unwanted response, in an attempt to help eliminate that behavior or action. If discipline is used as an act of punishment, its results may not be that which is required and may lead to more problems in dealing with that specific individual or employee. This statement is substantiated by the following “The results of punishment are relatively short-lived, and hence punishment only has a temporary effect on deterring unwanted behavior rather than eliminating it totally. It has also been found that punishment has a more permanent effect if the desirable behaviors are rewarded at the same time as punishing the undesirable behaviors” (Daniels, 2006:250). If this is applied in a work setting, for example, it would suggest that regularly punishing an employee who turns up late for work on a continuous basis would be more effective if the individual was also rewarded at the same time if he/she turns up for work on time. There may be a number of reasons why disciplinary action fails when it is used as a punishment mechanism in the organization. One reason could be that the action hurts the individual. In this context, it is not a physical pain, but rather more of an emotional/mental pain felt as a result of the employee feeling a bit humiliated of being disciplined. Punishment also has the potential of creating anger and hostility in the work environment (Robin, et al., 2003). If this aspect is not addressed in the work environment, the working relationships in the business can become very harmful and damaged over a long period of time. Another issue which is also problematic is that punishment brings with it the effect of getting attention in the workplace. Other employees in the workplace may become aware that one of their colleagues are being disciplined, and this attention is often not the type that employees want to become associated with. When an employee views the disciplinary action in this manner, it often will not be successful. “Using discipline in the organization is a process of both control and power” (Daniels, 2006:251). this suggest that managers within the organization should take care when affecting disciplinary action on an

employee, as the action often carries many consequences with it. The control aspect can be said to relate to the policies and procedures which management have to operate in to ensure that the disciplinary action yields the correct results for all the parties involved.

2.1.2 Characteristics of Employee Discipline (Workplace Discipline)

According to Calhoon (2008), employee discipline has three peculiar characteristics. Firstly, employee discipline is an act of self-control. Employee discipline refers to the personal efforts at self-control to adhere to the stated procedures and regulations of an organization in order to ensure that organizational goals are accomplished. Secondly, employee discipline is a negative approach. This implies that discipline motivates individuals to embark on certain activities, and on the other hand, it equally discourages people from carrying out some activities. Lastly, employee discipline is a punitive approach. This connotes that discipline brings about punishment on employees if they disregard or err against the established rules and regulations of an organization. Punishments are given to erred employees not to change past and unacceptable behaviors, but to prevent them from emerging in the nearest future.

2.1.3 Objectives of Employee Discipline

Nwosu & Ugwuera (2015) averred that the purpose of discipline particularly in an organization is to curtail misconduct among employees, correct erred employees and to prevent such misbehaviors from reoccurring in the future. According to Apalia (2017), the objectives of employee discipline are:

1. To ensure employees adhere to the code of conduct and standards of performance of an organization. Employees are disciplined after failing to produce desired outcomes. The failure could be associated either to the responsibilities carried out by an employee or neglect of rules and procedures deemed necessary for appropriate work behavior.
2. To maintain respect between subordinates and superiors. Poorly-administered discipline could de-motivate employees or caused misunderstanding between employees. On the other hand, a well-administered discipline would enhance employee behavior, minimize acts of misconduct and foster a cordial relationship between employees and their employers.
3. To boost the morale of employees for improved job productivity and efficiency. Although, discipline should be enforced for poor performance, however, Nwosu & Ugwuera (2015) stressed that discipline for poor performance should be exempted for employees that are still being trained

on the job. It is wrong for employees to discipline for outcomes beyond their capacities (Beidan, 2007).

2.1.4 Types of Discipline

Discipline is of various types, and the types depend on the functions it performs. The commonest types of discipline in a work environment are preventive, corrective and progressive discipline.

A) Preventive Discipline: This type of discipline is enforced to prevent employees from violating the rules and regulations of an organization. The essence of preventive discipline is to dissuade employees from undertaking activities contradictory to the policies and procedures of an organization.

B) Corrective Discipline: This type of discipline is enforced to punish employees that violated the rules and regulations of an organization. Idris and Alegbeleye (2015) noted the essence of corrective discipline is to impose sanctions on erred employees and discourage future reemergence of unacceptable behaviors among other employees. Corrective discipline is usually used as a deterrent for employees planning to engage in such unacceptable behaviors. The difference between preventive and corrective discipline is that the tool of the former is a threat while that of the latter is punishment.

C) Progressive Discipline: This kind of discipline involves the imposition of heavy sanctions on misbehaviors that are consistently committed. As an employee keep committing the same offense, the sanctions become heavier.

2.1.5 Causes of Employee Indiscipline

The causes of indiscipline among employees are divergent across organizations but could range from poor remuneration to poor leadership and to lack of effective communication between employers and employees (Onah, 2009). However, the notable causes of indiscipline in the workplace are:

- i. **Inappropriate management practices:** At times, management embark on unjust and inappropriate acts such as poor compensation package for staff, lack of mechanisms to ensure proper work-life balance, poor attention to employees' demands and grievances, late payment of wages and salaries and favouritism in promotional policies. The result of these inappropriate management practices is indiscipline.

- ii. **The inadequacy of effective leadership and deficient supervision:** Ineffective leadership could lead to indiscipline if managers lack the capacity to inspire and control employee behaviours to acceptable standards. Furthermore, ineffective supervision would create for employees to misbehave as there is no mechanism propelling them to adhere to stated rules. Deficient supervision spurs indiscipline.
- iii. **Violation of employee rights:** Every employee regardless the position is entitled to certain rights such as respect, freedom of expression, freedom to contribute their quota to the progress of the organization, right for personal growth and right to fair and just treatment. In a situation where these rights are infringed, it would result in job dissatisfaction among employees, eventually culminating to indiscipline.
- iv. **Communication gap:** For communication to be effective, it must freely flow from subordinates to superiors and vice-versa. Managers must acknowledge the inputs of their staff to understand their feelings and disseminate information to lower-level employees. The gap in communication between managers and employees could generate indiscipline.
- v. **Inadequate attention to staff grievances:** Lack of attention to settle employee grievances results in frustration. Employee grievances should receive speedy attention from management. Neglect of staff grievances births declined job performance, reduced commitment, industrial disputes and indiscipline among staff.
- vi. **Lack of rules and regulations:** The absence of rules and regulations in an organization makes it impossible to differentiate acceptable work behaviour from unacceptable ones, and this gives employees the opportunity to behave the way they like. The absence of a code of conduct or defined rules and regulations tend to create indiscipline among staff.
- vii. **Poor working conditions and discrimination:** A work environment that is poor and uncondusive spurs undesirable behaviours among staff. On the other hand, discrimination in the form of gender, religion, education as well as the applying nepotism on issues relating to recruitment, promotion, and transfer result in indiscipline among staff.

- viii. **Divide and rule policy:** The adoption of divide and rule policy generates resentment, misunderstanding, and division among employees, which is injurious to the growth of an organization.

2.1.6 Kinds of Disciplinary Actions undertaken in an Organization

Disciplinary actions in an organization span from verbal warnings to dismissal. Disciplinary actions are enforced in an organization to reduce undisciplined acts to the barest minimum. The kinds of disciplinary actions utilized in workplaces include:

a. Verbal warnings: This equally refers to an oral reprimand. The purpose of verbal warnings or oral reprimand is to communicate to erred employees that such behaviors are undesirable. Verbal warnings should be done in a mature way to avoid employees from losing their self-esteem. As Nwosu & Ugwuera (2015) rightly put it verbal warning is to correct the behaviors of an employee, not to embarrass or disgrace such employee.

b. Written reprimand: This equally refers to a letter of warning. This involves sending a warning letter to erred employees to desist from behaviors unacceptable to the organization. A written reprimand is usually sent after erred employees failed to heed to verbal warnings.

c. Reassignment: This involves transferring employees to lower-level positions. Ignatius and Ruliyanto (2017) commented if reassignment is undertaken as a disciplinary measure to embarrass the employee rather than correcting the bad behavior, it has no benefits for the organization. Thus, even though erred employee would be transferred to the less-desirable position, an organization must ensure that such employee is competent to handle the new (lower) position.

d. Suspension: This is very effective in situations where the presence of an erred employee would obstruct the investigation carried out by the organization to determine if such employee is innocent or guilty. An employee receives a suspension if he continues to undertake unacceptable behaviors after a series of warning letters have been issued to him. Management experts asserted that suspension is not a potent disciplinary action because an erred employee may exhibit worse behavior than when he left. Suspension ranges between a day to a month, and an employee is entitled to remuneration (wages/salaries) in the suspended period. Strategic Journal of Business and Social Science (SJBSS) www.sj-bss.com

e. Demotion: This refers to the act of reducing the position or rank of an employee. Demotion is rarely used to correct indiscipline in most organizations. However, demotion is appropriate in situations when an employee was promoted without observance to due process. Demotion as a disciplinary measure has some demerits. Firstly, it results in a reduction in the remuneration of an employee. Secondly, it is a form of disgrace to an employee. Lastly, it de-motivates an employee, thereby resulting in dwindled job performance (Ignatius and Ruliyanto, 2017). **f. De-hiring:** This is an act that prompts employees to resign at free-will. It brings damage to the career of an employee. Typical examples of de-hiring include non-promotion, poor attitude from managers and assigning less-desirable tasks. **g. Dismissal:** An employee is dismissed if there is strong evidence of misconduct or violation against the rules of an organization. This is the most severe form of disciplinary action. It is expedient for organizations to issue dismissal letter after a series of warnings might have been given to an employee.

2.1.7 How is Disciplinary Action enforced?

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).

There are several ways to enforce work discipline in a company:

a. Discipline must be enforced instantly; Penalties should be imposed as soon as possible after an offence, do not be late, because if it is too late it will be less effective

b. Discipline must be preceded by early warning; early warning is intended that all employees must properly know exactly which actions are justified and which are not

c. Discipline must be consistent; Consistent means that all employees who commit violations will be punished the same. Do not let exceptions, perhaps for reasons of long tenure, have high skills or because they have a relationship with the boss itself.

d. Discipline must be impersonal; Superiors should not enforce discipline with feelings of anger or emotion. If there is such a feeling it is good for the boss to wait a few minutes for his anger and emotions to subside before disciplining the employee. At the end of the conversation should be given a positive briefing to strengthen the relationship between employees and superiors.

e. Discipline must be worth it; the punishment is worth it meaning that the punishment is appropriate and in accordance with the offence committed. Not too light and also not too heavy. If the punishment is too light, it will be considered trivial by the offender and if it is too severe it may cause anxiety and degrade achievement.

2.1.8 Consistency of disciplinary actions.

According to Du Plessis & Fouche, 2006:307 Consistency can be defined as the reliability or logical adherence of successive events or results. Within the context of disciplinary action, consistency refers to the same set of rules being applied to all employees within the organization, regardless of age, gender, position, seniority or any other criteria similar to this. It is thus important that employers apply the same rules to all employees at all times. Unfortunately, this is not always the case within the workplace, as some employees get off “lighter” than others for committing the same misconduct or breach of rule.

“An employer is guilty of an unfair labour practice if he acts unfairly when suspending an employee or imposing a disciplinary sanction short of dismissal. Employers thus have to ensure that they act in a correct manner when dealing with disciplinary cases, and their behavior should be applied to all in a reliable manner. If this is not forthcoming, it could harm the trust relationship which has been built between the employer and employees. “Trust is relevant in situations where the trustee is dependent on the trustee’s action(s) in the future to achieve his\her own goals and objectives” (Six, 2005:14). Trust is seen as an integral part of the employment relationship as “this dependence implies that the trustee, when acting on his\her trust, makes him-\herself vulnerable to the actions of the trustee” (Six, 2005:114).

The actions and decisions of the leadership responsible for effecting disciplinary action should thus ensure that the application is fair, reliable and transparent. If these are not present, not only will the trust relationship between employer and employee be breached, but there may also be major implications on the organization, and the effective functioning of its operations.

2.1.9 The implications of inconsistent disciplinary action on the organization

Organizations often pay a hefty price as a result of poor disciplinary application and procedures. This refers not only to monetary expenses, but also to the loss of morale, intellectual property and motivation on the part of employees. “Workers typically respond to the oppressive situation in the only way open to them as individuals: by withdrawal from the source of the discontent, or, in the case of certain forms of sabotage or indiscipline, by reacting against the immediate manifestation of oppression” (Blyton & Turnbull, 1998:311). As a result, employers may lose valuable employees because of supervisor or manager bias, and not even be aware of this. Supervisors may apply a certain rule to an individual that he\she primarily dislikes, and apply the same rule completely different to an individual in his\her social circle or if an inherent friendship is present. At times, leaders may make a genuine mistake in applying a certain rule. Imel, (2011:97) notes that “we are all human and at one time or another, all humans make mistakes. How significant these mistakes are and how often they occur are a direct result of each individuals own self-discipline. Sometimes the mistake made involves violating a rule, policy, procedure or standard of conduct in the workplace”. Then there are other occasions where these leaders blatantly abuse their power, and seek to punish individuals they dislike and attempt to push them out of the organization.

When these individuals lodge an unfair dismissal claim against the organization, the costs incurred by the organization can be huge. These range from damages payments imposed on employers, fines and penalties handed, as well as damage to the organization’s image and reputation. Therefore, the assumption can be made that organizations need to ensure that the application of their disciplinary actions and procedures are consistent and effective, or face the possibility of many difficulties in attempting to move the organization forward.

2.1.10 The Role of supervision in Improving Employee Discipline

It was stated that discipline is an attitude of conduct and actions in accordance with the rules of the company both written and unwritten. Another definition is expressed in the Websters New Dictionary which states that Discipline is: exercises that develop self-control, character or circumstance as well as regular and efficiency; results of exercises similar to orderly behavior self-

control; acceptance or submission to power and control; punitive or correcting treatment; a branch of science (Liou & Liang, 2020). Work discipline is “a tool that managers/supervisors use to change a behavior” and “as an effort to raise awareness and willingness of a person “to obey all applicable company regulations and social norms. “ The understanding of “work discipline “put forward by some experts can be concluded that the discipline of work is the attitude of awareness, willingness and willingness of a person in complying with and adhering to the rules and social norms that apply in the surrounding environment.

Basically many factors that affect the level of discipline of employees in an organization, one of them is being managerial supervision example; “It is very instrumental in determining the discipline of employees because the leadership of supervisors is used as an example and role model by his subordinates. Supervisors must set a good example, good discipline, honesty, fair, and in accordance with the word with deeds. “Inherent supervision is the real and most effective action in realizing employee discipline. With inherent supervision means the supervisor/manager must actively and directly supervise/manage the behavior, morals, attitudes, work passions, and work achievements of his subordinates. “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).

Generally supervisor’s leadership plays a role in the discipline of employees' work, this is because good leadership is one of the important factors in the process of disciplining employees' work. Leadership can affect employee discipline and result in the form of work requirements that employees will carry out. If the leadership in the company or organization is good and has the ability to influence or control its employees in carrying out office tasks then the work discipline will be improved as expected by the company. A leader must be able to be friendly, open, and easy

to make friendships based on mutual trust, and respect the opinions of others in order to foster good cooperation in a harmonious and peaceful atmosphere. A leader must also be able to be a creator, motivator and direct his subordinates by creating a new atmosphere and work culture that can spur the comfortableness of employees to work in the company. If the employee is comfortable under the direction of a good leader and there is solid or strong cooperation among them then the discipline in work will increase. Because starting from good employee discipline will create qualified employees, which will reflect an overall performance of the company. (Jurnal Humniora, 2021).

2.1.11 The Influence of Communication in Work Discipline

All employees are expected to meet performance standards and behave appropriately in the workplace. Disciplinary or corrective action is a process of communicating with the employee to improve unacceptable behavior or performance. You may take disciplinary action when other methods such as coaching and performance appraisal have not been successful. In cases of serious misconduct, you may choose to proceed straight to disciplinary action up to and including termination. Contact Human Resources before taking disciplinary action to help you determine whether discipline is the best approach to problem-solving in a particular situation.

Employee discipline can be hard. It's time-consuming. It's often speculative, turning into a he said/she said game. It's easy to feel like, as a supervisor, you're responsible for the poor employee behavior. However, if you follow the three Cs of employee discipline, you may be able to create more engaged, committed employees who want to better serve your business.

1. Coach: As a supervisor, you are a leader and therefore the coach. You're there to make sure the whole team does well, and if one or two individuals are jeopardizing the team's success, you must address that immediately. To act as a coach of your organization, try the following:

- **Encourage.** Employees are more likely to repeat positive behaviors when a supervisor recognizes their efforts. Even if it is a small task or duty, consider praising your employee for a job well done.
- **Redirect.** Rather than disciplining for the sake of punishment, try to redirect employee behavior. For redirection, stop and address the situation with the employee. Find a way to adjust or correct the behavior that encourages the individual to learn from their actions.

Finally, follow through with the individual by ensuring that they have changed their behaviors or have another discussion if change still needs to take place.

- **Provide feedback.** Coaches rarely leave the locker room without discussing the game with their teams, so why would you neglect to discuss workplace performance with employees? One of the top reasons employees leave a company is because they feel they've received a lack of coaching or feedback. Remember, feedback is more than just a written annual employee review, so talk with (not at) your employees.

2. Correct: Disciplining employees should not be about control, but rather about correction to redirect behaviors. Your policies should be firm, fair, and consistent to avoid any accusations of favoritism and create a more equal working environment. When deciding on how to correct behaviors, remember that you should have an open conversation with the employee. Never mandate a behavior change without explaining yourself to the employee.

3. Communicate. Without communication, discipline will likely be seen as a negative punishment, rather than an opportunity to grow and develop. To encourage positive employer-employee communication:

- **Set clear expectations.** If your expectations are clear and enforced firmly and consistently, you can successfully avoid many issues brought on by a lack of communication.
- **Keep up a constant conversation.** As a coach and a behavior corrector (not controller), you should continually speak to your employees. Open dialogue is a proactive way to recognize and deal with any problems before they get out of control.
- **Answer the 5 Ws:** When you need to address specific employee behavior, answer the questions who, what, where, when, and why to better understand the situation and determine appropriate action. Be exact about what did or did not happen.
- **Be clear about future actions.** Leave any employee discipline discussions with an exact plan of action. Be sure that both the supervisor and the employee understand and agree upon what behaviors need to change and when.

- **Never make it personal.** When communicating with employees maintain a sense of professionalism and never bring personal comments into a discussion about employee behavior.
- **Always be honest and open.** Remember, feedback goes two ways. Help employees feel comfortable enough to address any potential issues with you as a supervisor, and don't be closed to employee feedback. Their perceptions of you may help shape you into a better coach and leader.

Communication is a tool to create cooperation within an organization, with communication it will allow each member to help each other, interact with each other and influence each other so that the organization remains alive (Sitompul, 2017; Widyawati, 2016; Nugraha, 2016; Simamora & Panjaitan, 2019). Communication shows direct interaction so that there will be clarity about the main tasks and functions or what must be ordered according to what has been determined (Padilah, 2017; Nurmeilani, 2018). The ability to interact in coordination to carry out activities in work or functions with the expected standards (Surtayata, 2016; Aditama, 2020). One of the benchmarks for running an effective organization and producing output as expected is good communication (Padilah, 2017; Nurmeilani, 2018).

The employee's performance is a quality description of the work of each employee in carrying out the work assigned by the leadership for the benefit of the institution. Employee performance can increase if there is cooperation between employees and leaders. In addition, the increase in employee performance can be realized with the work discipline of employees in an organization. Several things that influence the performance of an employee that, "The performance of employees are influenced by the part of the effectiveness and efficiency, authority (authority), discipline and initiative, and communication".

Based on the theory that there are 2 things that need to be underlined, namely discipline and communication that have an influence on performance. This means that performance is influenced by work discipline and employee communication in carrying out their work. Because with the discipline of work and good communication will be able to produce good performance in an organization. With good discipline accompanied by well-established communication, an employee will be able to complete work on time and in accordance with established procedures, so that the impact of all the work is on the people who get good service. This shows that there is a relationship

between the government and the community, the better the performance of employees, the services provided by the government to the community will also be better. In implementing employee performance, initiative and cooperation within the organization, good communication is needed between leaders and employees, as well as employees and employees so that they can carry out the work that has been set in accordance with the expectations or goals of the organization.

2.1.12 Disciplinary Action Policy

A disciplinary action policy helps prevent issues from affecting your employees and company, and a disciplinary action policy identifies and standardizes procedures for responding to incidents that go against company policy. A well-written disciplinary action policy clearly states your company's rules and the consequences that happen if those rules are broken.

A) What should a disciplinary action policy include?

Your disciplinary action policy should include the following six components:

1. **Policy overview:** This section explains the steps that will be taken to address employee misconduct or failure to perform.
2. **Statement of at-will employment:** This portion of the policy states that all employees of your company work at will and can be terminated at any time, for any reason.
3. **The forms of discipline and the steps that will be taken:** In this section, your policy should state each step that will be taken to address an issue and the form, or forms, of discipline that will be administered. Clearly state what each step will include and the reasons that will constitute moving the issue to the next step. This section should also explicitly state what the requirements are for managers, such as documenting each step of the process and keeping employees fully informed.
4. **Explanation of the steps in the disciplinary process and which infractions begin at which step:** Include detailed descriptions of each step and what the employee can expect, as well as any infractions that will not follow the steps in chronological order. For example, tardiness issues may begin at step one, which involves the manager giving the employee a verbal warning, while major offenses will begin at step three, which might be suspension. "Include language that the policy is a guideline, not an absolute," Michael Coles, owner

of The Coles Firm, told Business News Daily. “Employers should reserve the right to upgrade or downgrade discipline in the face of aggravating or extenuating circumstances.”

5. **A statement regarding an employee’s right to appeal a decision:** Your policy should include a statement stating any employee who believes they were not treated fairly or properly can appeal disciplinary decisions to the appropriate party, such as HR. Outline the steps on how employees can appeal a decision.

B) Statements that offer the company legal protections

You should also include legal protections for your business, as there are several potential legal ramifications if you do not carefully design your disciplinary policy. The Worker Adjustment and Retraining Notification Act (WARN), which only applies to businesses with 100 or more employees, and the National Labor Relations Act, which governs unionized employees, govern employee discipline and termination. To avoid legal issues, your disciplinary policy should:

- Include a statement that protects your right to terminate employees at will
- Inform employees about unacceptable behaviours
- Provide consistent, fair discipline guidelines
- Prevent managers from inconsistent, illegal or abusive discipline
- Require documentation and collected evidence of employee behaviour issues can protect you from legal ramifications.

C) Why is a disciplinary policy important?

A workplace disciplinary policy provides employees with clear guidelines for expected conduct and what consequences they can expect if the rules are broken. A disciplinary policy also:

- Protects you and your company from allegations of wrongful termination
- Ensures equal treatment of all employees if rules are not being followed
- Outlines how employees can report grievances or incidents
- Establishes a procedure for what is done in the event of rule-breaking
- Identifies non-productive or disruptive workers
- Improves employee performance by identifying poor behaviours

D) How to develop a disciplinary action policy

Before you begin drafting your company's disciplinary action policy, decide on the goal you want to accomplish with the policy. Do you want to take a punitive or rehabilitative approach? How can you make the rules and consequences as clear as possible to your workers? Once you have your answers to these questions, there are six steps to drafting a disciplinary action policy:

1. **Consult with HR.** If you have a human resources department, they can be a valuable resource in helping you develop a comprehensive policy. HR can also assist in collecting documentation and handling any appeals. If you do not have an in-house HR staff, you can use performance management software, which is a budget-friendly option that helps document employee behavior and manages employee reviews.
2. **Consult a lawyer.** Ask a lawyer to review or help craft your disciplinary policy to ensure you're not leaving anything important out that could have negative legal consequences for your company in the future. "A lawyer will help you formulate a policy that is airtight and leaves no loophole for liability," said Yonatan. "If you do not have a company lawyer, you can contract one to help you formulate the policy."
3. **Include all company policies and rules.** This is not the place to be brief – include all of your policies and rules so it is clear to employees what is expected of them. Describe each rule in as much detail as possible so there is little room for interpretation.
4. **Describe the method and steps of discipline.** Again, include as much detail as you can as to what steps will be taken during discipline and what types of infractions apply to which step of the disciplinary process.
5. **Include a process for documentation.** Describe how the disciplinary process will be documented at every stage and include expectations for both managers and employees.
6. **Describe the process of termination.** If a disciplinary process results in termination, it should be made clear in the policy how the termination will be enacted and what the employee can expect. Include what will happen during and after the termination,

2.1.13 Grievance Handling

A grievance refers to a formal complaint based on feelings of dissatisfaction or perceptions of unfair treatment pertaining to an employee's work or workplace; for example, when a company policy or code of ethics on anti-discrimination has been violated. This is different from a general complaint, which covers a wider range of topics, such as the cleanliness of the pantry area or a lack of employee support schemes. The root of a grievance may be real or imaginary. For instance, grievances based on real or actual occurrence and events may include receiving inaccurate information and data, or unhappiness over a wage cut. The root of a grievance may also be imaginary, for example, a supervisor may feel the need to closely monitor an employee with poor work performance. However, if the supervisor fails to communicate his intention, the employee may interpret the supervisor's behavior as being intrusive and overbearing. On the other hand, other colleagues may believe that the supervisor is exercising favoritism and being unfair. Such grievances are based on false perceptions and assumptions.

A) Types of Grievance Handling

In the workplace, there can be General Grievances and Individual Grievances:

- **General Grievance:** affect a group of employees. Possible examples include a wage cut or a retrenchment exercise that could involve several employees or the entire workforce.
- **Individual Grievance:** affect one employee and requires a one-to-one approach. Possible examples of Individual Grievances include an employee who feels discriminated against in a promotion exercise or a case of sexual harassment. When handling these grievances, unionised companies must communicate with and involve the Trade Union Representative and members of the Branch Committee as well.

B) What is work related grievance?

To understand work-related grievances, we refer to the definition of industrial matters found in the Industrial Relations Act stated below (emphasis added): "industrial matters" refers to matters pertaining to the relations of employers and employees which are connected with the employment or non-employment or the terms of employment, the transfer of employment or the conditions of work of any person;

- **Relations of employers and employees** When employees express their grievances about their difficulty working with a particular employee, it is necessary for the employer to address the grievance because that employee's behaviour affects work discipline and work relations of all parties.
- **Employment** Employee grievances during employment can arise from dissatisfaction relating to job descriptions, job duties, functions and activities.
- **Non-employment** Employee grievances during non-employment can be triggered when employers' acts of termination of employment are unfairly or not properly managed or administered.
- **Changes to policies and/or terms of employment** Employee grievances regarding changes to policies and/or terms of employment regarding wages or salary, allowances, rewards and benefits.
- **Issues arising from the transfer of employment** The Industrial Relations Act refers to the definition found in Section 18A of the Employment Act, where • Transfer "includes the disposition of a business as a going concern and a transfer effected by sale, amalgamation, merger, reconstruction or operation of law". • The common employee grievances that occur in such cases are the unhappiness and uncertainty of having to work under a different employer, and doubts as to whether the transfer is actually an outsourcing exercise.
- **Conditions of work of any person** Employee grievances of this nature would relate to safety and health conditions, discriminatory acts and unfair treatment by the employer.

C) Why is a Grievance Procedure Necessary?

While employers can minimize the likelihood and areas of employee grievances through the adoption of fair and progressive employment practices, when these situations do arise, the company must have a proper Grievance Procedure in place. Having such a procedure to allow prompt response and quick resolution of a complaint or grievance will boost employee morale and productivity, and can avoid potentially protracted and costly legal action. A Grievance Handling Procedure provides employees with a safe channel to raise their grievances without fear of negative repercussions, and facilitates the resolution of a grievance. It builds trust and maintains industrial harmony. It is also unrealistic to expect that every grievance should be resolved to the absolute

satisfaction of both parties. In most situations, the most reasonable solution is a compromise with both parties adopting a “give and take” position.

I. Communication and Training

Communication and training are critical to ensure the effective implementation of the grievance procedure. The company must:

- Explain the importance of having a formalised grievance handling procedure and convey the need to consider all grievances/complaints seriously.
- Formalise and document the grievance procedure (e.g. in the collective agreement, company circular, employee handbook).
- Communicate the grievance procedure to all employees.
- Train supervisors, line managers and management involved in the grievance process. Training for supervisors, line managers and management should include how to manage employee feedback and grievance, and work with the union (for unionised companies). The training should include:
 - Employees’ rights under the grievance process, including the right to
 - ✓ Use the grievance process
 - ✓ Escalate the grievance and appeal to a higher authority if the grievance is not resolved within the time lag
 - Importance of creating a safe environment where the employee does not fear negative repercussions arising from his use of the grievance process.
 - Assurance that the employee’s action is not a negative reflection of the supervisor/line manager’s competency in problem solving or decision making.
 - The importance of follow-up action within the time lag. Failure to follow-up may reflect negatively on the sincerity and efficiency of the line manager and management team.
 - Follow-up action reports should be submitted to HR within one working day after the grievance handling session.

Communication to employees may be done via a number of different platforms. New employees should be informed of the existence and availability of the company's grievance process during induction. All employees should be informed through briefings and formal documents such as the employee handbook.

D) Whose role is it?

Handling employee grievances is a job function of any person who has been authorized and empowered by the employer. While it is commonly assumed that it is the role of the designated Human Resource (HR) Practitioner, it is the type of grievance (whether it is general or individual) that will also determine who should handle the grievance process. For instance, the Chief Executive Officer (CEO) should play the leading role in handling General Grievances. Such grievances require frequent and regular communication and information-sharing with employees to minimize potential misunderstanding. A failure to do so may lead to a high labor turnover or result in low morale, low productivity and high absenteeism. As good practice, it is also recommended that managers and supervisors are trained to manage employee feedback and grievances, and work with unions if the company is unionized.

E) Handling general grievances

When handling General Grievances, communication is a critical part of the process and companies can include the following information in the communication: What adverse events that have occurred, are occurring or will be occurring that require certain actions to be taken that will affect employees. Why certain difficult action or actions (e.g. wage cut) have to be taken over other solutions. Who will be affected and in what manner. How the decided action or actions would be administered. When the decided action or actions would be made effective. This will allow employees ample time to prepare themselves and consider their options. Communication with the employees can be carried out through internal communication channels such as notices or circulars, followed up by staff meetings to obtain feedback, address concerns and provide assurance. When an employer recognizes a union, it acknowledges that the union represents all employees within the scope of the collective agreement, in matters relating to all terms and conditions of service. Thus, in the case of grievances involving union members, it is a required contractual obligation for the management team comprising the CEO, relevant Heads of

Department (HODs), including the Chief HR Practitioner to first meet with the Trade Union Official and members of the Branch Committee to share information. The management should also accept the Trade Union's assistance in communication as employees are generally more receptive to communication from the Trade Union.

To facilitate the handling of General Grievances, it would be useful to remember the following tips:

1. Timeliness

- ✓ Information shared should be up-to-date and communicated in a timely manner to reduce gossip and prevent rumours from growing out of control.
- ✓ The management team should always be in the know of the latest news or events relating to the specific situations, so that they will be able to handle any inquiries or issues that may be raised by the employees.

2. Frequency

- ✓ Regular communication conveys management's sincerity and builds trust, which is an important factor in maintaining employee morale.

3. Effectiveness

- ✓ Communication should be well planned (e.g. content is clearly structured, messaging style is suitable for the target audience) and based on accurate information.
- ✓ Communication platforms selected should be suited to the intent and message (e.g. when seeking feedback, a dialogue session is more effective than sending an email).

4. Consistency

- ✓ Information shared by all members of the management team should be consistent.
- ✓ There should be no contradiction between the CEO and HODs or Section Heads.

5. Openness

- ✓ During the communication, it is important to remain open-minded and be receptive to comments, queries and feedback.
- ✓ Successful communication requires good listening skills and the willingness to be flexible.

F) Handling individual grievances

Handling Individual Grievances begins the moment an employee raises the grievance either through a walk-in meeting with the immediate supervisor, or in writing, using a Grievance/Complaint Form. In the case of a walk-in meeting, the Grievance Handler would not have been able to prepare for the meeting, and might only be able to address the grievance if it is very simple and straightforward. Otherwise, the Grievance Handler will have to listen, record the grievance and follow up on the matter after the meeting. The advantage of a written grievance is that it allows the Grievance Handler to make necessary preparations before the meeting. Besides studying what has been written in the Grievance/Complaint Form, the Grievance Handler would need to have a better knowledge of the employee and the specific issues relating to the grievance.

Example: If the grievance is about being sidestepped in a promotion exercise, the Grievance Handler would need to have the following information from the HR department to assess the issue fairly:

- What are the selection criteria for promotion, based on the company's policies and procedures?
- What are the success factors and performance outcomes of a successful candidate?
- What is the employee's performance track record and where are the shortfalls? • Are there any underlying issues or concerns specific to the situation?
- Are there any workable solutions to be considered within the parameters, based on the company's HR policy?

In sharing information and assisting the Grievance Handler, the HR department should emphasise that this information is strictly confidential. The objective of information sharing is to enable the Grievance Handler to explain matters accurately to the employee. The Grievance Handler should then set the date, time and venue for a meeting with the employee. For a constructive session, the following measures are recommended:

- Choose a conducive venue that is private.
- Ensure that there is no interruption/intrusion for at least one to two hours.
- Use a "round-table" type or same side seating arrangement.

• Begin the meeting with pleasantries and simple courtesy like an offer of refreshments, and some small talk before going straight into the main issue. Managers and supervisors should be trained to manage employee feedback and grievances, and work with the union if the company is unionised. This training should form part of the training for new managers and supervisors. Any other designated staff (e.g. HR) should also be provided with the necessary training. The following attributes and skills are important when handling employee grievances:

1. Problem solving attitude

- ✓ Being open-minded demonstrates a willingness to explore with the employee ways to resolve the grievance.

2. Responsibility

- ✓ Able to keep all matters relating to the employee and the grievance discussed at the meeting confidential.
- ✓ Conscientious about follow-up and completing the task.

3. Active listening

- ✓ Not just a good listener but practices active listening.
- ✓ Actively seeks to understand, interpret, and evaluate what he hears. He must exercise empathy and try to understand the feelings of dissatisfaction and distress that the aggrieved employee is experiencing.

4. Attention to detail

- ✓ Meticulous about taking notes during the meeting. To ensure accuracy, the Grievance Handler should record and repeat statements made to ensure there are no discrepancies.
- ✓ Note taking is also important for follow-up work.

5. Sensitivity and tact

- ✓ Able to read the situation accurately and respond appropriately, e.g. through appropriate body language and behaviours, showing sensitivity or injecting humour to diminish tension and bring about a calmer atmosphere.

6. Inclusive language

- ✓ Uses inclusive language such as “we work together” and “our problem” to reassure the aggrieved employee.
- ✓ This makes the grievance appear to be less of the individual’s problem and helps the employee to be less defensive and more willing to speak up.

7. Calm demeanour

- ✓ Able to remain calm and composed throughout the meeting, with or without the presence or active involvement of the trade union representative.
- ✓ Able to remain polite and professional even if the aggrieved employee becomes agitated

Individual grievances can be managed effectively if employees are willing to utilise the Grievance Procedure and talk to the Grievance Handler openly about their grievances. Unfortunately, instead of this positive approach, there are employees who resort to disruptive behaviour to express their grievances such as:

- ✓ Uncooperative behaviour or refusing to work as a team.
- ✓ Making unkind or rude remarks about the company or the management, especially in the presence of new employees.
- ✓ Deliberate acts of misconduct such as late-coming, absenteeism or malingering.
- ✓ Deteriorating work performance.

Such negative expressions of grievances would typically trigger a negative response from line managers, who may then take disciplinary action against the employee. It should be treated as a disciplinary matter if the employee has a track record of misconduct and he refuses to improve, despite remedial measures taken. However, if the employee has a reasonably good work performance record, the company could consider Employee Counselling rather than a grievance handling meeting. Heru (2018)

2.1.14 Determinants of Organizational Effectiveness in Disciplinary practices

Obisi, Samuel, and Elegbede (2013) pointed out that there are four factors that determine the effectiveness of organizations in disciplinary actions, and they include:

a) Proper selection of employees: This involves that the selection and recruitment policy adopted by an organization sets the pace for its performance. Selection of employees should be predicated on soft skills such as honesty, diligence, maturity, and integrity. The characteristics of employees determine internal discipline in an organization.

b) An adequate system of motivation: This involves the use of disciplinary measures to maintain acceptable behaviors and stimulate job performance among employees. Employees who are disciplined and obedient to the rules of an organization should be compensated for good conduct.

This goes a long way to boost the effectiveness of employees, consequently organizational effectiveness.

c) Necessary rules and regulation: This connotes that rules must be excessive in an organization. A rule should be discarded once it has achieved its purpose. An organization cannot be effective if it continues to subject employees to too many rules.

d) Awareness of rules enforcement: There is a tendency for employees to abide with established rules if they know they would receive sanctions for violating such rules. Returning company property, closing out accounts, etc.

2.2 EMPIRICAL REVIEW

Yuli Rahmadhani's research (2016) entitled Analysis of the Effect of Organizational Communication and Organizational Culture on Work Discipline and Its Implications on the Performance of Public Relations Employees and the Protocols of the Regional Secretariat of Paser Regency. The results of this study obtained that Organizational Communication has a significant effect on employee performance because of the correlation results of 0.885, indicating that Organizational Communication has a positive and significant effect on employee performance.

Didi Wandu (2019) analyzed The Effect of Communication on Employee Performance at the Regional Disaster Management Agency (BPBD) of Banten Province. Using a quantitative approach with causal methods and simple regression analysis. The results of this study indicate that communication has a positive and significant effect on the performance of BPBD Banten Province. SAKIP of the Regional Secretariat of the Hulu Sungai Utara Regency in 2018 was 62.53 and in 2019 their performance increased to 64.82, meaning that there was a significant increase in the performance value from 2018 to 2019, which was 2.29. This shows that the performance of employees at the Regional Secretariat of Hulu Sungai Utara Regency is increasing, even though if it is related to employee work discipline, performance should decrease. Based on the comparison of the data, it shows that there is no synchronization between the level of work discipline and the results of the performance appraisal. In connection with the effect of communication and work discipline on employees, there are several previous studies that examine these variables. Heru (2018) investigated the influence of communication and work discipline on employee performance with empirical evidence from DwiArsaPersada Foundation in Indonesia. The result showed that communication and work discipline significantly predicted employee performance.

Ajila and Omotayo (2012) examined the attitudes of workers towards disciplinary actions in business organizations using International Breweries Plc, Nigeria as a case study. The results revealed that there is no significant difference between the employees' attitude towards disciplinary actions on the basis of gender and marital status. Also, attitude towards disciplinary actions varies across job levels. Kabandize (2004) carried out a study on employee 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. Wahyuni (2021), in a field study of hospital nurses, found a positive relationship between organizational communication and employee performance, stronger communication relationships, especially in supervisor communication, communication climate, and personal feedback. 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.

2.3. Research Gaps

Most of the researches on the disciplinary practices have been done in organization other than banking sector. This study sought to fill the existing research gap by conducting a study to determine the disciplinary practice and challenges in the commercial bank of Ethiopia; the study sought to answer the following research questions: What are the disciplinary procedures in the case of CBE?, How effective is the communication flow in CBE?, How effective is the managerial supervision in CBE? Finally the research sought to find how effective is CBE's grievance handling system?

2.4 Conceptual framework

The conceptual framework indicates the crucial process, which is useful to show the direction of the study. The following conceptual model was used for this study

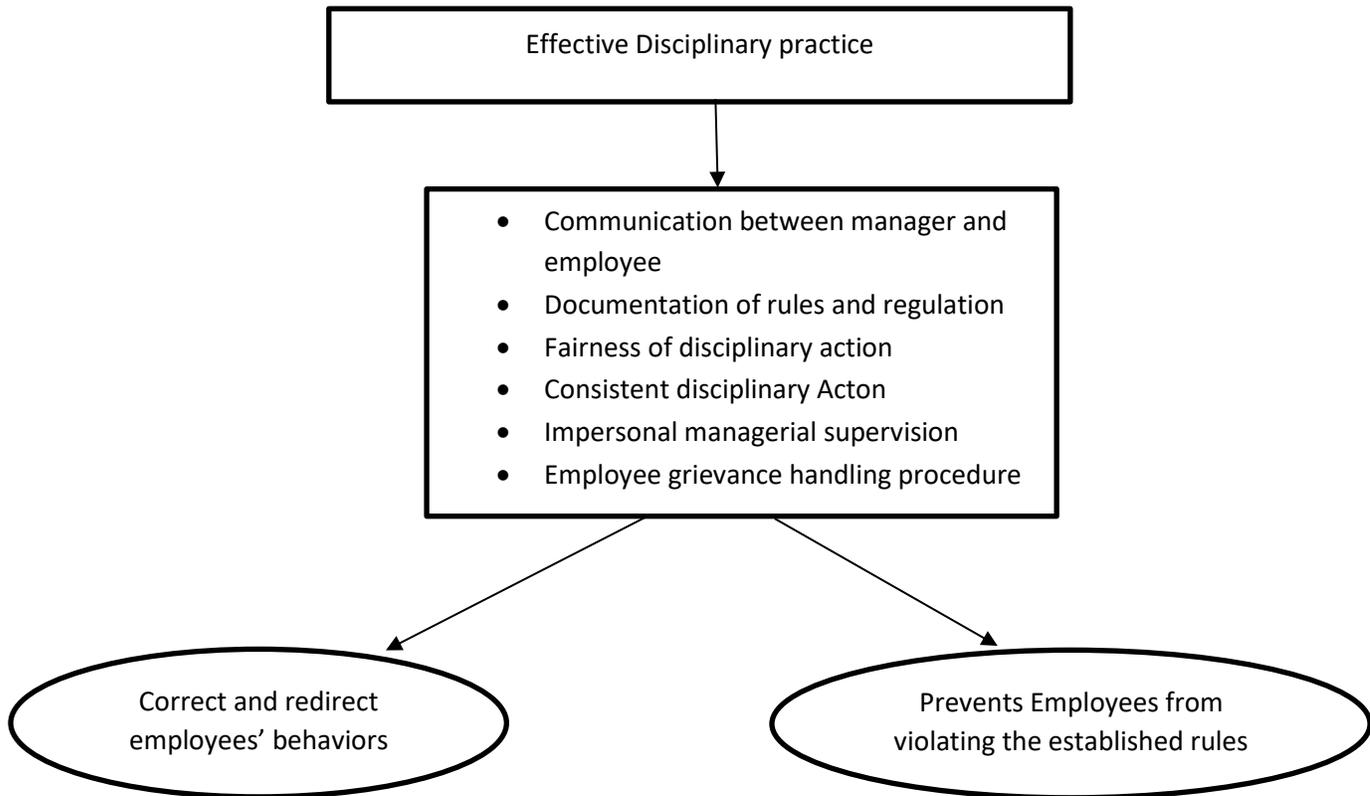


Figure 1 conceptual framework
(own souce: 2023)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

In this chapter the methods used, data sources, sampling techniques, data collection instruments and procedures, and data analysis methods while undertaking the study is discussed briefly as follow.

3.1. Research Design

For this study, the researcher applied descriptive research design using the fact that a descriptive research design helps us to understand and summarize the data. The summary statistics can either be represented by tabular form or graphically. Descriptive analysis enables to obtain the current information, it is also used in fact finding studies and helps to formulate certain principles and give solutions to the problems concerning local or national issues. “The function of a research design is to ensure that the evidence obtained enables us to answer the initial question as unambiguously as possible.” (David de Vaus, 2001).

Descriptive research design is used to collect numerical data from large population. In addition to this by using descriptive research method it is easy to use various forms of data as well as incorporating human experience which enabled the researcher to look the study in so many various aspects and can provide bigger overview about the subject matter. (Cohen, Anion & Morrison, 2005).

3.2. Research Approach

Research approach is the general framework for the study that links, knowledge claims, strategies of enquiry and specific methods. The research approach implicitly reflects the researcher attitude as to how knowledge is constructed and also commands what method will be employed in the study. A research can be undertaken by adopting one of three research approaches – quantitative, qualitative or mixed. The main characteristic of quantitative study is its objectivity, whilst qualitative study is attitudinal. These approaches are different in terms of their philosophical assumptions as well as techniques used in data collection, analysis and interpretation (Creswell, 2009). Many research questions cannot be fully answered by either quantitative or qualitative methods alone. Mixed methods studies use both qualitative and quantitative components and be a good approach to more fully explore the research questions To sum up, in order to achieve the research questions stated in the previous section, the researcher used both qualitative and

quantitative approach (mixed approach) in collecting and analyzing data as will be discussed in the following section the core argument for a mixed methods approach is that the combination of both forms of data provides a better understanding of a research problem than either quantitative or qualitative data by itself. The selection of one over the other approach for the conduct of the study is based on the research problem or issue or concern that needs to be addressed, the researcher's own personal experience and the will and support of the audiences (Creswell, 2009). The following section will presents methods that were adopted in this study.

3.3. Source and method of data collection

3.3.1 Source of data collection

To address the research objectives both primary and secondary source of data were utilized. To organize the primary data, the researcher adapted questioners with some modification and interview techniques. Whereas, secondary data are obtained by investigation of related document in order to understand the subject matter, different published and unpublished documents were reviewed by the researcher i.e. website, annual and quarterly report of the bank and other material found in the library.

3.3.2 Method of data collection

Research methods are the techniques used to collect data. To address the research objectives the main data collection method that were employed in this study are mainly focused on the primary source of data. Basically, the data was collected by using questionnaires and interview. The questionnaires were included closed-ended questions that was measured by a five-point Likert scale (from strongly Agree to strongly disagree). Structured interview was also scheduled to gather information on the subject from the districts human resource managers of the bank.

3.4. Sampling method and sample size

The target populations of this study are the permanent employees of CBE districts of Addis Ababa area; with the total number of more than 14,436 employees according to January 2022 report of the bank who are working in CBE Nine districts in Addis Ababa and Head office. According to (Sekaran, 2003) sampling is “the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties or characteristics to the population elements.” Or Sampling is the process of choosing smaller and more manageable number of study units from a defined study population. Commercial Bank of Ethiopia is the biggest organization to

the country which was established in 1942. Since its establishment it has made a lot of developments and currently it has more than 1288 branches stretched across the country. The samples are drawn from the total collection of all members or population about which this study wishes to draw conclusions.

Purposive sampling identifies the cases, individuals or communities best suited to help answer the research questions. Purposive sampling was used, to select sample branches based on the number of employees working under one branch whereas this study finds stratified random sampling appropriate for selecting samples from the population. A stratified random sampling allows to take into account the different subgroups of people in the population and helps guarantee that the sample accurately represents the population on specific characteristics. It starts by dividing the population into subsamples or strata. Then samples can be randomly selected from each stratum.

The sample Size designed by using the statistical formula developed by Yamane taro, (cited in Israel, 1992). Hence, the total sample size calculated using the formula is 389 and shared to each position based on the ratio of total population represented each position.

$$n = \frac{N}{1+N(e)^2}$$

Where n is the sample size, N is the population size and e is the margin of error.

$$n = \frac{14436}{1+14436(0.05)^2}$$

$$n = 389$$

Therefore a sample size of 389 will be select from a total population of 14436 employees. The sample size is sufficiently large enough to produce results among variables that are significantly different and it broadens the range of possible data and forms a better picture for analysis.

Table 3.1 Sample distribution

Category(group) based on place	Category based on job	Number of employees	percentage	Sample size
Head office	Managerial	362	2.51	10
	Non-managerial	3260	22.58	88
Kirkos district	Managerial	177	1.23	5
	Non-managerial	1205	8.35	32
Nefas Silk district	Managerial	209	1.45	6
	Non-managerial	1350	9.35	36
Bole district	Managerial	190	1.32	5
	Non-managerial	1123	7.78	30
Megenagna district	Managerial	171	1.18	5
	Non-managerial	936	6.48	25
Yeka district	Managerial	190	1.32	5
	Non-managerial	856	5.93	23
Arada district	Managerial	232	1.61	6
	Non-managerial	1355	9.39	37
Merkato district	Managerial	228	1.58	6
	Non-managerial	1232	8.53	33
Kolfie district	Managerial	253	1.75	7
	Non-managerial	1108	7.67	30
Total		14,436	100	389

Source: Own computation, 2023

The participants of the study are employees of CBE working in different branches located in Addis Ababa and the head office. The respondents were selected on the basis of a criterion which demands at least two years of service in the bank which is believed to give them enough exposure to the disciplinary system of the Bank. Unlike the method of selecting 389 sample employees through randomization, non-probability sampling particularly purposive was employed to select direct human resource related manager. Purposive sampling helps to use his/her judgment to select

cases that are best enabling the study to address the research questions and to meet the objective of the research (Sekaran, 2003).

3.5. Pilot Testing

The exactness with which things are measured in a study is expressed in terms of validity and reliability. Agresti, A & Finlay, B (2009) said that a measure should have both validity and reliability. That is describing what is intended to measure and accurately reflecting the concept; being consistent in the sense that a subject will give the same response when asked again.

3.5.1. Reliability Test

The Reliability test is a tool to measure a questionnaire's internal consistency. One researcher should test the correctness of his questionnaire's consistency, additionally reliability test is very crucial. Cronbach's alpha is a coefficient of reliability that was used to measure the internal consistency of the scale. It was conducted by using SPSS software. Many scholars agreed that a constructor variable is said to be reliable if it is providing a value Cronbach α value is greater than 0.70. So for this study, a Cronbach's alpha score of 0.70 or higher is considered adequate to determine reliability.

Table 0.2 Cronbach alpha

No	Variable	N of Items	Cronbach alpha
1	Disciplinary rules and regulations	6	0.703
2	Disciplinary actions	6	0.712
3	Managerial supervision	6	0.789
4	Communication	5	0.774
5	Grievance handling	5	0.724

3.2. Validity Test

Validity is the extent to which it gives the correct answer. It indicates the degree to which an instrument measures what it is supposed to measure. Questionnaire papers were modified according to the literature within the specific topic and were reviewed by professionals and academicians.

3.6. Methods of data analysis

The data gathered from questionnaires were summarized and analyzed by using descriptive statistics like frequency and percentage. Then the data were described by using tables for more clarification and the data were coded using scientific statistical data analysis software such as

SPSS. The data gained from interview, and document review were analyzed contextually as per the basic research questions

3.7. Ethical Considerations

This research considered different ethical issues as it is sensitive. The following are the ethical considered ethical issues:

- Participants were communicated that secrecy would be maintained.
- The participated respondents and the interviewees were volunteers so that they were free to answer the questions in both the interview and questionnaire. In addition, the objective and the data collection process were clarified.
- The participants were counselled and briefed to get correct and honest responses by clearly stating the purpose of the study as it is used for academic purposes only.
- The findings of this study are reported without any false and bias.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Response Rate

The primary data was collected through 370 questionnaires from employees of commercial bank of Ethiopia. In order to get the data, the questionnaire was prepared and distributed to the total population. Out of 389 questionnaires distributed to employees, 370 responses which are 95% response rate were obtained then the data was entered and analyzed using a statistical package for social sciences (SPSS).

Table 4.1 Response rate

Total sample size	Returned responses	Confidence level
387	370	95%

4.2 Demographic Characteristics of Respondents

The demographic characteristics of respondents are discussed under gender, educational level, age, job category, and employee's experience. This was analyzed to ascertain the demographic characteristics of the respondents used for the current study.

Table 4.2 Demographic characteristics of respondents

Demographic Characteristics of Respondents	Frequency	Percentage
Gender	370	100%
Male	215	58.1%
Female	155	41.9%
Education level of respondents	370	100%
Diploma	18.5	5%

Degree	229.4	62%
Masters	92.5	25%
Others	29.6	8%
Age(in years)	370	100%
Below 25	17	4.6%
26-35	246.42	66.6%
36-45	86.58	23.4%
Above	19.98	5.4%
Experience(in years)	370	100%
Below 5	52.17	14.1%
6-10	206.46	55.8%
11-15	79.92	21.6%
Above 15	31.45	8.5%
Position	370	100%
Managerial	57	15.4%
Non managerial	313.02	84.6%

Source: Own survey 2023

In the above table about majority of the respondents were male, Additionally majority of the respondents have bachelors degree and most of the respondents were in the age between 26 up to 35. About 55.8% of the respondents have 6-10 years of experience with in the bank which makes the data to be reliable and about 84.6% of the respondents are non-managerial which is the aim to this study where it aims to get replies from employee perspective.

4.3 Analysis of Collected Data

4.3.1 Descriptive Analysis of Study Variables

In this section the descriptive analysis was presented, the researcher used frequency and percentage, to show the result obtained from the primary source. All of the variables were measured using five point Likert scale ("1" Strongly disagree; to "5" Strongly agree). The interpretations of the Likert scale results are: scores of 1 to 2.32 indicate low level, scores of 2.33 to 3.65 indicate medium level, and scores of 3.66 to 5 indicate high level (Alhakimi and Alhariry, 2014).

Table 4.3 Respondents' perception on the Disciplinary rules and regulation of CBE.

	Items	1		2		3		4		5		Me an	SD
		F	%	F	%	F	%	F	%	F	%		
1.	Disciplinary Policy and Regulations												
1.1	The bank states its disciplinary policy and regulation to its employees clearly	43	11.6	51	13.8	29	7.8	219	59.2	28	7.6	3.4	3.05
1.2	The company's Disciplinary Policy and Regulations Protects you from allegations of wrongful termination	20	5.4	95	25.7	45	12.2	142	38.4	68	18.3	3.3	3.10
1.3	The bank's Disciplinary Policy and Regulations Ensures equal treatment of all employees if rules are not being followed	57	14.7	161	41.6	75	19.4	70	18.1	7	1.8	2.5	2.17
1.4	The bank Provides firm, consistent and fair discipline guidelines	90	24.3	179	48.4	45	12.16	47	12.7	9	2.43	2.2	1.92
1.5	The company's Disciplinary Policy and Regulations Prevent managers from being inconsistent, illegal or abusive	32	8.6	224	60.5	3	0.8	29	7.8	82	22.2	2.7	2.60
1.6	The bank's Disciplinary Policy and Regulations are periodically updated	9	2.43	47	12.7	45	12.16	179	48.4	90	24.3	3.8	3.42
Grand Mean												3.0	

Own source (2023)

As can be seen from the above table 4.3, respondents were asked whether the bank states its disciplinary policy and regulation to its employees clearly. Accordingly, most of the employees with the mean score of 3.4 (66.77%) of their response is placed on agreed and strongly agreed.

Since the answer is positive, it is likely to be said that employees are well aware of the existence and use of disciplinary policy and regulation. On the contrary (11.62%) and (13.8%) respondents are not clear about the disciplinary policy and regulation of CBE.

As indicated in the same table item 2, respondents were asked whether the Disciplinary Policy and Regulation protect the employees from allegations of wrongful termination. Accordingly, a mean score of 3.3 (56.7%) also shows that the respondents agreed and strongly agreed that the Disciplinary Policy and Regulation protect the employees from allegations of wrongful termination.

Another question which was forwarded to respondents was about their perception on equal treatment of all employees if rules are not being followed. As a result most of the employees with the mean score of 2.5 (56.32%) disagreed and strongly disagreed that CBE's policy is not fair to all the employees from them, (19.37%) remain neutral. From the responses a large number of respondents have negative agreement about equal treatment of employees. The Policy of the organization is not communicated well and not treat the employees equally by all level of employees from the higher to the lower.

In item four of table 4.3 respondents were asked whether the bank provides firm, consistent and fair discipline guidelines, Accordingly, the majority claimed 2.2 (72.7 %) the bank do not provide firm, consistent and fair discipline guidelines. Since the answer is negative, it is likely to be said that employees do not believe that CBE's disciplinary policy regulation is firm and consistent for a punishment to be worth it meaning that the punishment is not appropriate and in accordance with the offence committed. On the contrary (12.7%) and (2.43%) respondents are agreed that the bank Provides firm, consistent and fair discipline guidelines.

In item 5 respondents were asked whether the company's Disciplinary Policy and Regulation Prevent managers from being inconsistent, illegal or abusive. Accordingly, with mean score of 2.7 the majority (69.1%) of the total respondent disagreed and strongly disagreed on the statement. And (30%) agree and strongly agree on the subject matter. Having a consistent, legal and non-abusive policy is used to enhance the knowledge, skill and attitude of an employee to enhance his/her performance to execute the day to day activities effectively and efficiently as per the desired goal.

In the last item respondents were asked whether the Disciplinary Policy and Regulation is periodically updated. Accordingly, with mean score of 3.8 the majority (72%) of the total respondent agreed that the Disciplinary Policy and Regulation is periodically updated. The above standard deviations indicated that the spread was relatively narrow indicating that respondents were relatively consistent in the way they responded to the items. When we see most of the data above it shows that CBE did not work enough on its disciplinary policy and regulation so as to enhance employee performance. The absence of effective policy and regulations in an organization makes it impossible to differentiate acceptable work behavior from unacceptable ones, and this gives employees the opportunity to behave the way they like. The absence of a code of conduct or defined policy and regulation tend to create indiscipline among staff.

Table 4.4 Respondents’ perception on the Disciplinary rules and regulation of CBE.

	Items	1		2		3		4		5		Me an	SD
		F	%	F	%	F	%	F	%	F	%		
2.	Disciplinary action												
2.1	Employees found violating established rules and regulations receive sanctions.	43	11.6	47	12.7	35	9.5	118	31.9	127	34.3	3.6	3.4
2.2	The bank Disciplinary actions are enforced instantly to prevent recurrence	3	0.8	58	15.7	88	22.8	165	44.6	56	15.1	3.6	3.2
2.3	The company’s Disciplinary actions always preceded by early warning	57	15.4	161	43.5	65	17.6	67	18.1	20	5.4	2.5	2.3
2.4	The bank’s Disciplinary Actions are consistent	90	24.32	106	28.7	57	15.41	90	24.3	27	7.3	2.6	2.4
2.5	The bank Disciplinary actions are impersonal	51	13.8	191	51.6	33	8.9	65	17.6	30	8.1	2.5	2.3
2.6	The company’s Disciplinary actions Improves employee performance by identifying poor behaviors	90	24.32	170	46	54	14.6	47	12.7	9	2.43	2.2	2.0
Grand Mean												2.8	

Own Source (2023)

As can be seen from the above table 4.4, respondents were asked whether the employees found violating established rules and regulations receive sanctions. In this regard, with 3.6 means core

more than half of the respondents (66.21%) of the respondents have agreed and strongly agreed. Since the answer is positive, it is likely to be said that employees are well aware that if specific employee is found violating established rules and regulations he/she will receive sanctions based on the pre-established rules and regulation. On the contrary (11.62%) and (12.71%) respondents replied that most of the employees found violating established rules and regulations do not receive any sanctions.

As indicated in the same table item 2, respondents were asked whether the bank's disciplinary actions are enforced instantly to prevent recurrence. Accordingly, the respondents agreed with mean value of 3.6 (60%) of respondents agreed and strongly agreed that the bank's disciplinary actions are enforced instantly to prevent recurrence.

In item three of table 4.4 respondents were asked whether the Company's Disciplinary actions always preceded by early warning, Accordingly, most of the employees with the mean score of 2.5 (59%) of their response is placed on disagreed and strongly disagreed. Since the answer is negative, it is likely to be said that employees does not believe that CBE's disciplinary actions always preceded by early warning which intend that all managers do not properly know exactly which actions must receive early warning and which are not. On the contrary (12.7%) and (23.5%) respondents agreed on the bank providing early warning.

Another question which was forwarded to respondents was about their perception on the bank's disciplinary actions being consistent. As a result a mean score of 2.6 (53%) also shows that the respondents disagreed and strongly disagreed that CBE's disciplinary Actions are not consistent to all the employees. From them, (15.41%) remain neutral. From the responses a large number of respondents have negative agreement on consistency of the bank's disciplinary action. All employees who commit violations are not being punished the same where exceptions, perhaps for reasons of long tenure, have high skills or because they have a relationship with the boss itself help them to avoid punishment.

In item 5 respondents were asked whether the bank's Disciplinary actions are impersonal. Accordingly, with mean score of 2.5 the majority (65.4 %) of the total respondent disagreed and strongly disagreed on the statement. And (25.67%) agree and strongly agree on the subject matter. Superiors are enforcing discipline with feelings of anger or emotion. If there is such a feeling it is good for the boss to wait a few minutes for his anger and emotions to subside before disciplining

the employee for the employee to execute the day to day activities effectively and efficiently as per the desired goal.

In the last item respondents were asked whether the company's disciplinary actions improves employee performance by identifying poor behaviors. Accordingly, 2.2 (70.32%) of respondents disagreed and strongly disagreed on disciplinary actions improving employee performance by identifying poor behaviors. The above standard deviations indicated that the spread was relatively narrow indicating that respondents were relatively consistent in the way they responded to the items.

In the data above it shows that CBE did not work enough to ensure the implementation of effective disciplinary actions where they should be effective both in theory and in practice, because it is essential that employee performance should be optimized to ensure organizational success. Organizations often pay a hefty price as a result of poor disciplinary actions. This refers not only to monetary expenses, but also to the loss of morale, intellectual property and motivation on the part of employees

Table 4.5 Respondents' perception on the Managerial supervision of CBE.

3.	Items	1		2		3		4		5		Mean	SD
		F	%	F	%	F	%	F	%	F	%		
3.1	The managers actively and directly supervise/manage the behaviour, morals, attitudes, work passions, and work achievements of their subordinates	114	30.8	138	37.3	28	7.6	40	1.1	50	1.35	2.4	2.27
3.2	Employees receive coaching or feedback from their managers.	99	26.8	124	33.5	38	10.3	75	20.3	34	9.1	2.5	2.36
3.3	The managers of the bank are fair while conducting disciplinary practices on employees.	47	14.72	178	41.6	75	19.37	49	18.1	21	6.20	2.5	2.22
3.4	The company's Managers find a way to adjust or correct the behavior that encourages employees to learn from their actions	60	16.2	83	22.4	25	6.8	112	30.3	90	24.3	3.2	3.06
3.5	Managers are friendly and easy to make friendships based on mutual trust.	76	20.5	167	45.1	90	24.32	27	7.3	10	2.7	2.3	1.94
3.6	Managers respect the opinions and rights of others in order to foster good cooperation in a harmonious and peaceful atmosphere.	250	67.6	49	13.2	31	8.38	25	6.76	15	4.05	1.7	1.53
Grand Mean												2.4	

Own source (2023)

As can be seen from the above table 4.5, the respondents were asked whether the managers actively and directly supervise/manage the behavior, morals, attitudes, work passions, and work achievements of their subordinates, Accordingly, most of the employees with the mean score of 2.4 (68.5 %) placed their response on disagreed and strongly disagreed. Since the answer is negative, it is likely to be said that employees does not believe that CBE's managers actively and directly supervise/manage the behavior, morals, attitudes, work passions, and work achievements of their subordinates. Improved performance requires the effective management of continuous development addressing the core competencies of the organization and the behavior, moral and work passions of individuals and teams (Monappa, 2008). On the contrary (1.1%) and (1.35%) respondents are agreed that the bank managers actively and directly supervise/manage the behavior, morals, attitudes, work passions, and work achievements of their subordinates.

As indicated in the same table item 2, respondents were asked whether the employees receive coaching or feedback from their managers. Accordingly, with mean score of 2.5 the majority (60.3%) of the total respondents disagreed and strongly disagreed from them, (10.3%) remain neutral. Employees leave a company because they feel they've received a lack of coaching or feedback because feedback is more than just a written annual employee review.

Another question which was forwarded to respondents was about their perception on fairness of managers while conducting disciplinary practices on employees. When analyzed a mean score of 2.5 or (56.32%) of the respondents disagreed and strongly disagreed that CBE's managers are fair to all the employees from them, (19.37%) remain neutral. From the responses a large number of respondents have negative agreement about equal treatment of employees. The managers of the organization is not communicating well and do not treat the employees equally by all level of employees from higher to the lower.

In item four of table 4.5 respondents were asked whether the Company's Managers find a way to adjust or correct their behavior that encourages employees to learn from their actions, As table above showed 3.0 mean score on the variable, (54.6%) of their response is placed on disagreed and strongly disagreed. Since the answer is negative, it is likely to be said that employees does not believe that CBE's Managers do not find a way to adjust or correct the behavior that encourages employees to learn from their actions . Rather than disciplining for the sake of punishment, managers are not trying to redirect employee behavior. On the contrary (14.05%) and (24.32%) respondents have agreed that the bank is not disciplining for the sake of punishment, rather the managers are not trying to redirect employee behavior.

In item 5 respondents were asked whether the managers are friendly and easy to make friendships based on mutual trust. Accordingly, with mean score of 2.3 (65.64%) answered that they disagreed and strongly disagreed on the statement. And only (10%) agree and strongly agree on the subject matter.

In the last item respondents were asked whether the Managers respect the opinions and rights of others in order to foster good cooperation in a harmonious and peaceful atmosphere. Accordingly, the above showed that the mean is below the average 1.7 mean score on the variable or (80.0%) of respondents disagreed and strongly disagreed that the Managers respect the opinions and rights of others in order to foster good cooperation in a harmonious and peaceful atmosphere. The above

standard deviations indicated that the spread was relatively narrow indicating that respondents were relatively consistent in the way they responded to the items.

When we see the data above it shows that CBE did not work enough on its managerial supervision so as to enhance employee performance. The result of these inappropriate management practices is indiscipline.

Table 4.6 Respondents' perception on the flow of communication in CBE.

4.	Items	1		2		3		4		5		Me an	SD
		F	%	F	%	F	%	F	%	F	%		
4.1	Managers expectations are clearly explained to the employees.	91	24.6	82	22.2	93	25.1	53	14.3	38	10.3	2.5	2.40
4.2	Employee discipline discussions leave with an exact plan of action where both the supervisor and the employee understand and agree upon what behaviors need to change and when.	97	26.2	86	23.2	87	23.5	65	17.6	35	9.5	2.6	2.43
4.3	Managers help employees feel comfortable enough to address any potential issues with them, and are open to employee feedback.	99	26.7	86	23.2	56	15.1	63	17	66	17.8	2.8	2.63
4.4	Managers communicate with employees by maintaining a sense of professionalism and never bring personal comments into a discussion about employee.	96	26	89	24	52	14.1	68	18.4	65	17.6	2.8	2.65
4.5	The managers Communicate the employees' grievance handling procedure to their subordinates.	79	21.4	176	47.6	20	5.4	41	11.1	54	14.6	2.5	2.35
Grand Mean												2.6	

Own source (2023)

As can be seen from the above table 4.6, the respondents were asked whether managers expectations are clearly explained to the employees. Accordingly, with mean score of 2.5 (46.8 %) their response is placed on disagreed and strongly disagreed. Since the answer is negative, it is\

likely to be said that employees does not believe that CBE's managers expectations are clearly explained to the employees. Improved performance requires the effective communication addressing the core competencies of the organization and teams. On the contrary (14.3%) and (10.3%) respondents agreed that the bank managers expectations are clearly explained to the employees.

As indicated in the same table item 2, respondents were asked whether Employee discipline discussions leave with an exact plan of action where both the supervisor and the employee understand and agree upon what behaviors need to change and when. When analyzed a mean score of 2.6 or (49.4%) of respondents disagreed and strongly disagreed from them, (23.5%) remain neutral. Open dialogue is a proactive way to recognize and deal with any problems before they get out of control.

In item 3 respondents were asked the Managers help employees feel comfortable enough to address any potential issues with them, and are open to employee feedback. Accordingly, with mean score of 2.8 the majority (49.9 %) of the total respondents answered that they disagreed and strongly disagreed on the statement. And only (34.8%) agree and strongly agree on the subject matter. Feedback must go two ways because it help employees feel comfortable enough to address any potential issues their supervisor. Employees perceptions of their supervisors is not helping shape them into a better coach and leader.

Another question which was forwarded to respondents was about their perception on communication between managers and employees by maintaining a sense of professionalism and never bring personal comments into a discussion about employee As a result 2.8 (50%) of respondents disagreed and strongly disagreed from the respondents, (14.1%) remain neutral. Communication shows direct interaction so that there will be clarity about the main tasks and functions or what must be ordered according to what has been determined.

In the last item respondents were asked whether the managers communicate the employees' grievance handling procedure to their subordinates. A mean score of 2.5(58.7%) of respondents disagreed and strongly disagreed the managers communicate the employees' grievance handling procedure to their subordinates. The above standard deviations indicated that the spread was relatively narrow indicating that respondents were relatively consistent in the way they responded to the items.

In the above data most of the employees believe that CBE’s communication system have numerous holes that must be fixed for a better outcome because without communication, discipline will likely be seen as a negative punishment, rather than an opportunity to grow and develop.

Table 4.7 Respondents’ perception on grievance handling of CBE.

5.	Items	1		2		3		4		5		Me an	SD
		F	%	F	%	F	%	F	%	F	%		
5.1	All employees are informed of the existence, availability and the right of all employees to use the company’s grievance handling process through briefings and formal documents.	30	8.1	26	7	45	12.2	179	48.4	90	24.3	3.7	3.4
5.2	Employees are willing to utilize the Grievance Procedure and talk to the Grievance Handler openly about their grievances	51	13.8	14	3.8	52	14.1	87	23.5	166	44.9	3.8	3.6
5.3	CBE’s Grievance Handling Procedure provides employees with a safe channel to raise their grievances without fear of negative repercussions, and facilitates the resolution of a grievance.	94	25.4	112	30.3	55	14.9	60	16.2	49	13.2	2.6	2.5
5.4	The bank’s grievance handlers are trained to manage employee feedback and grievances, and work with union.	90	24.3	162	43.8	45	12.2	47	12.7	26	7	2.3	2.1
5.5	The bank’s Follow-up action reports are submitted to HR immediately after the grievance handling session.	80	21.6	122	33	15	4.1	97	26.2	56	15.1	2.8	2.7
Grand Mean												3.0	

Own source (2023)

As can be seen from the above table 4.7, the respondents were asked whether all employees are informed of the existence, availability and the right of all employees to use the company's grievance handling process through briefings and formal documents. Accordingly, with mean score of 3.7 (72.7 %) their response is placed on agreed and strongly agreed. Since the answer is positive, it is likely to be said that employees believe that CBE inform the existence, availability and the right of all employees to use the company's grievance handling process through briefings and formal documents. Improved performance requires effective grievance handling. On the contrary (8.1%) and (7%) respondents disagreed that the bank inform the existence, availability and the right of all employees to use the company's grievance handling process through briefings and formal documents.

As indicated in the same table item 2, respondents were asked whether employees are willing to utilize the Grievance Procedure and talk to the Grievance Handler openly about their grievances. When analyzed a mean score of 3.8 or (68.4%) of respondents from the above responses, (14.1%) of the respondents remain neutral.

Another question which was forwarded to respondents was about their perception on CBE's Grievance Handling Procedure providing employees with a safe channel to raise their grievances without fear of negative repercussions, and facilitates the resolution of a grievance. Accordingly, with mean score of 2.6 the majority (55.7 %) of the total respondents disagreed and strongly disagreed from the respondents, (14.9%) remain neutral.

In item 4 respondents were asked whether the bank's grievance handlers are trained to manage employee feedback and grievances, and work with union. Accordingly, with a mean score of 2.3 (68.1%) answered that they disagreed and strongly disagreed on the statement. And only (19.7%) agree and strongly agree on the subject matter.

In the last item respondents were asked whether the bank's Follow-up action reports are submitted to HR immediately after the grievance handling session. A mean score of 2.8 (54.6%) of respondents disagreed and strongly disagreed that the Follow-up action reports are submitted to HR immediately after the grievance handling session. When we see the data above it shows that CBE grievance handling implementation requires many reformations. Having good grievance handling procedure will allow prompt response and quick resolution of a complaint or good

grievance resolution will boost employee morale and productivity, and can avoid potentially protracted and costly legal action.

4.4 Interview Conducted with the HR Managers

Employee discipline is an important parameter impacting the decorum of any workplace. It's the progressive of the HR managers to resolve employee challenges and issues while helping wedge difference between management-employees or employee-employee. HR manager is responsible for outlining disciplinary action policy and formalizing procedures for responding to actions that go against the company rules. Therefore on top of the questionnaire, an interview has been conducted with the HR Manager in three districts from the given eight districts. Concerning the effectiveness of disciplinary practices in commercial bank of Ethiopia.

Regarding the objectives of disciplinary practices in CBE the managers have stated the following elements:

- The purpose of disciplinary action is to correct the behaviour of the employee while documenting the issues in case the problem arises again in the future.
- The purpose of disciplinary action is to correct, not to punish, and work related behavior. Each employee is expected to maintain standards of performance and conduct as outlined by the immediate supervisor and to comply with applicable policies, procedures and laws.
- When an employee does not meet the expectations set by the supervisor or other appropriate authority, counseling and/or disciplinary action may be taken to address the employee's behavior.

Regarding the Causes of Employee Indiscipline the managers have stated the reasons that could range anything from poor wages to, poor management and the communication gaps between the union and management. The common causes of indiscipline are as follows:

- Unfair Management Practices
- Absence of Effective Leadership
- Communication Barriers
- Varying Disciplinary Measures
- Defective Supervision
- Inadequate attention to personnel Problems

- Victimisation
- Deferring settlement of Employee Grievances
- Mis-judgment in Promotion and Placements

Regarding the Kinds of Disciplinary Actions that are undertaken in commercial bank of Ethiopia the managers have stated that a disciplinary action is a reprimand or corrective action in response to employee misconduct, rule violation, or poor performance. Depending on the severity of the case, a disciplinary action can take different forms, including:

1. Oral warning
2. Written warning
3. Final written warning
4. Fining
5. Suspension of work for two days without pay
6. Suspension of work for four-days without pay
7. Suspension of work for one week without pay
8. Suspension of work for one month without pay
9. Stoppage of salary increment
10. Stoppage of applying for a promotion
11. Transfer to a difficult area/unpleasant work
12. Reduction of seniority
13. Demotion
14. Termination of employment /dismissal

Regarding the grievance procedure the managers have responded that it allows employees a formal avenue through which to seek a forum and possible redress if the employee thinks he or she has been wronged in some way. These programs often serve a "therapeutic purpose." Even when an

employee does not get the result he or she wishes, having had the opportunity to be heard may help to ease the employee's frustration or dissatisfaction.

The grievance program have a minimum of two steps and probably no more than three:

Step 1. The employee initiates a grievance with his or her supervisor/manager. If the issue involves the supervisor/manager, an alternative manager should be made available (e.g., the human resources director).

Step 2. If the employee is dissatisfied with the response at the completion of Step 1, the employee should be able to request consideration of the grievance by either the employee's supervisor's/manager's immediate superior or another person ranking higher than the supervisor/manager.

Step 3. If a third step is included, the grievance might be referred to the level of district human resources director.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Major Findings

Based on the discussion and data interpretation undertaken in the previous chapter, the following summaries of finding are derived.

- From the above responses a grand mean of 3.0 was considered low which showed the bank has numerous holes in its policy and regulation. A large number of respondents have negative agreement about equal treatment of employees. The policy of the organization is not communicated well so as to treat the employees equally by all level of employees from the higher to the lower. Additionally employees do not believe that CBE's disciplinary policy and regulation is firm and consistent for a punishment to be worth it meaning that the punishment is not always appropriate and in accordance with the offence committed. Also the employees do not believe that the company's Disciplinary Policy and Regulation Prevent managers from being inconsistent, illegal or abusive. On the contrary a large number of the respondents have positive agreement on the updating of the bank's disciplinary policy periodically. When we see the data in the previous chapter it shows that CBE did not work enough on its disciplinary policy and regulation so as to enhance employee performance.
- The grand mean of 2.8 was considered low which shows that there are challenges in practicing effective disciplinary actions of the bank. Most of the respondents have agreed that the bank's disciplinary actions are enforced instantly so as to prevent recurrence on the contrary it is likely to be said that large number of the employees do not believe that CBE's disciplinary actions always preceded by early warning which intend that most managers do not properly know exactly which actions must receive early warning and which do not. In addition from the responses a large number of respondents have negative agreement on consistency of the bank's disciplinary action where some employees who commit violations are not punished because exceptions, long tenure, having high skills or a relationship with the boss is helping them to avoid punishment. Most of the employees don't agree that the bank's disciplinary actions are impersonal where the managers having such a feeling allow their anger and emotions to affect disciplining the employees which

results for the employee not be able to execute the day to day activities effectively and efficiently as per the desired goal. The data in chapter four shows that CBE is not working enough to ensure the implementation of effective disciplinary action which will affect employee performance.

- The grand mean value of managerial supervision in general was 2.4, which is considered as low. This illustrates more than half of the employees disagreed that effective managerial supervision was used for practicing disciplinary action in the bank which was not satisfactory. Majority of the employees disagree that CBE's managers actively and directly supervise/manage the behaviour, morals, attitudes, work passions, and work achievements of their subordinates. Additionally most of the employees do not believe that employees are receiving the required coaching or feedback from their managers. Many Employees leave a company because they feel they've received lack of coaching or feedback. From the responses a large number of respondents have negative agreement about equal treatment of employees. In addition to these the employees of the bank do not believe that CBE's Managers are finding a way to adjust or correct the behaviour to encourage employees to learn from their actions rather than disciplining them for the sake of punishment. Additionally managers do not respect the opinions and rights of others in order to foster good cooperation creating a harmonious and peaceful atmosphere.
- The mean value of flow of communication in general was 2.6, which is considered as low this illustrates more than half of the employees disagreed that effective flow of communication was used for the above mentioned disciplinary practices in the bank which was not satisfactory. On the contrary a large number of the respondents agreed that the bank managers' expectations were clearly explained to the employees. On the contrary both the supervisor and the employee do not always understand and agree upon what behaviours need to change and when. Respondents don't agree that the managers are helping employees so that they feel comfortable enough to address any potential issues with them, and are open to employee feedback. Communication between managers and employees is not being maintained with sense of professionalism where personal comments are frequently brought into a discussion about employees. Respondents were also asked whether the managers communicate the employees' grievance handling procedure to their subordinates. And most of the respondents disagreed on the managers communicating the

employees' grievance handling procedure to their subordinates. When we see the above data most of the employees believe that CBE's communication system have numerous holes that must be fixed for a better outcome

- The aggregate mean of 3.0 shows most of the above variables were challenges to practice effective grievance handling by the bank. The respondents of the bank believe that employees are informed of the existence, availability and the right of all employees to use the company's grievance handling process through briefings and formal documents. Most of the respondents also agreed on employees willing to utilize the Grievance Procedure and talk to the Grievance Handler openly about their grievances. But the respondents disagreed CBE's Grievance Handling Procedure providing a safe channel to raise employees grievances without fear of negative repercussions, and facilitates the resolution of a grievance. Additionally respondents believe that the bank's grievance handlers are not being properly trained to manage employees' feedback and grievances, and work with union. Most of the respondents also disagreed on the bank's Follow-up action reports being submitted to HR immediately after the grievance handling session. When we see the data above it shows that CBE grievance handling implementation requires many reformations.

5.2 Conclusions

Discipline is a difficult aspect to deal with within organizations, especially because of the human element that is involved in its application and the subsequent procedures and outcomes. When applied appropriately, it is a powerful tool to bring about change in employee behavior, where organizational goals can be realigned to individual goals for the benefit of both. As much as this is true, the exact opposite can also cause substantial harm to the bank. Managers who do not apply discipline consistently, do not follow organizational procedures, and use disciplinary action for their own vengeful purposes, bring about an unhealthy work environment where employees are dissatisfied and demotivated in their jobs. This is visible within CBE. Where a large majority of employees surveyed feel that some employees are treated more harshly than others, while some employees enjoy preferential treatment regarding discipline within the bank, as a result of managers' stereotypes, bias and agendas. It was also not surprising to find that managers themselves felt exactly the opposite way: that they actually follow disciplinary procedures to the last detail and treat all employees in the same manner.

The viewpoint that carries more merit are those of ground level employees in the workplace, as leaders biases and prejudices act as barriers to them actually seeing the impact of their actions and behaviors on the work environment. Interventions and training is needed in the bank so that managers can apply discipline fairly and consistently, overcome their biases and errors, and employees to see the transparency and legitimacy of disciplinary action. This can lead to improved employee morale and a healthier work environment for all within the bank.

5.3 Recommendations

- Management may attend swiftly to the yearnings and grievances of its staff. Management should try as much as possible to create opportunities that would meet the needs of their staff. This would go a long way to spur oneness and adherence of rules and requirements.
- Employees, especially those at the junior position, should be adequately monitored. Moreover, the management of the organization should ensure that credible and qualified personnel are admitted to the service.
- Sanctions may be imposed on employees found violating the established rules. However, sanctions should follow a sequential path from oral reprimand, to query letter, suspension, and dismissal. Sanctions should be imposed fairly and justly.
- Critical matters relating to transfer, promotion, placement, etc., should follow due process. Issues like these should be handled with merit and unbiasedness.
- Open Communication between the Management staff and other employees can be encouraged. This will reduce conflicts and misunderstandings between them thereby enhancing performance since all employees' work for the common goals of the Corporation.
- When reviewing the code of regulations, representatives from junior ranks may be included so that all employees will feel that they are part of the organizations rules and regulations thereby creating ownership and that whenever violation of rules and regulations occurs, appropriate disciplinary procedures should be taken immediately and consistently.
- Employees, especially those at the junior position, should be adequately monitored. Moreover, the management of commercial bank of Ethiopia may ensure that credible and qualified personnel are admitted to the service.

- Sanctions may be imposed on employees found violating the established rules. However, sanctions should follow a sequential path from oral reprimand, to query letter, suspension, and dismissal. Sanctions should be imposed fairly and justly.
- Critical matters relating to transfer, promotion, placement, etc. may follow due process. Issues like these should be handled with merit and unbiasedness.
- Management may embark appropriate acts such as good compensation package for staff, ensure proper work-life balance, attention to employees' demands and grievances, on time payment of wages and salaries and avoid favouritism in promotional policies.
- For communication to be effective, it must freely flow from subordinates to superiors and vice-versa. The Managers must acknowledge the inputs of their staff to understand their feelings and disseminate information to lower-level employees.
- Ethics Training will aim to instill in managers, supervisors and employees alike a sense of corporate values, regulations and rules. This will increase awareness of disciplinary issues, expand the scope of personal awareness, and spark imagination on the consequences of non-compliance to organizational policies and procedures. Leaders will then be able to assess how they have been treating employees in the workplace, and hopefully make a change for the better within the bank.
- Rather than disciplining for the sake of punishment, try to redirect employee behavior. For redirection, stop and address the situation with the employee. Find a way to adjust or correct the behavior that encourages the individual to learn from their actions.
- From the study, the researcher suggests that future researchers can conduct the same study in other parts of Ethiopia. The researcher also suggests that similar research can be carried out to measure variables that were beyond the scope of this study in order to gather the changing views and trends for comparison purposes. Lastly a similar research can also be carried out to determine the other factors which affect the disciplinary practices.

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Appendix

ST.MARY'S UNIVERSITY SCHOOL OF POSTGRADUATE STUDIES

Masters of Business Administration

Questionnaires': prepared for permanent CBE employees Addis Ababa

My name is Bethlehem Awuraris. I am a Master's of Business Administration student at St Mary university School of postgraduate. The purpose of this questionnaire is to collect data in order to study the practices and challenges discipline in Commercial Bank of Ethiopia.

Kindly cooperate in filling the questionnaire as your genuine, complete, and timely responses are crucial for the success of my study. Besides, I would like to assure that the data collected using this questionnaire is purely for academic requirement and your responses will be held confidentially and anonymously. Hence, the researcher kindly requests you to respond each item carefully.

Note:

- ❖ No need of writing your name
- ❖ Please fill the answer by putting “√” mark
- ❖ Kindly provide your response attentively and return the completed questionnaire as soon as possible

Thank you for participating in this questionnaire!

Section I: Background Information

1. Gender 1. Male 2. Female

2. Educational Qualification

1. Diploma 2. Degree 3. Masters 4. Other -----

3. Age (**in year**)

Blew-25 26-35 36-45 above - 46

4. Years of experience (**in year**)

Below 5 6-10 11-15 Above 16

5. Your current position in the bank 1. Managerial 2. Non-managerial

6. In which district office/branch of the bank you are currently working?

	Variables of Disciplinary practices:	Measurement scale				
A	Disciplinary Rules and Regulations	1	2	3	4	5
1	The bank states its disciplinary rules and regulation to its employees clearly					
2	The company's Disciplinary rules and regulations Protects you from allegations of wrongful termination					
3	The bank's Disciplinary rules and regulations Ensures equal treatment of all employees if rules are not being followed					
4	The bank Provides firm, consistent and fair discipline guidelines					
5	The company's Disciplinary rules and regulations Prevent managers from being inconsistent, illegal or abusive					
6	The bank's Disciplinary rules and regulations are periodically updated					
B	Disciplinary Actions	1	2	3	4	5
1	Employees found violating established rules and regulations receive sanctions					
2	The bank Disciplinary actions are enforced instantly to prevent recurrence					
3	The company's Disciplinary actions always preceded by early warning					
4	The bank's Disciplinary Actions are consistent					
5	The bank Disciplinary actions are impersonal					
6	The company's Disciplinary actions Improves employee performance by identifying poor behaviours.					

C	Managerial supervision	1	2	3	4	5
1	The managers actively and directly supervise/manage the behavior, morals, attitudes, work passions, and work achievements of their subordinates					
2	Employees receive coaching or feedback from their managers.					
3	The managers of the bank are fair while conducting disciplinary practices on employees.					
4	The company's Managers find a way to adjust or correct the behavior that encourages employees to learn from their actions					
5	Managers are friendly and easy to make friendships based on mutual trust.					
6	Managers respect the opinions and rights of others in order to foster good cooperation in a harmonious and peaceful atmosphere.					
D	Communication	1	2	3	4	5
1	Managers expectations are clearly explained to the employees					
2	Employee discipline discussions leave with an exact plan of action where both the supervisor and the employee understand and agree upon what behaviors need to change and when.					
3	Managers help employees feel comfortable enough to address any potential issues with them, and are open to employee feedback.					
4	Managers communicate with employees by maintaining a sense of professionalism and never bring personal comments into a discussion about employee behavior.					
5	The managers Communicate the employees' grievance handling procedure to their subordinates.					

E	Grievance Handling	1	2	3	4	5
1	All employees are informed of the existence, availability and the right of all employees to use the company's grievance handling process through briefings and formal documents.					
2	Employees are willing to utilize the Grievance Procedure and talk to the Grievance Handler openly about their grievances					
3	CBE's Grievance Handling Procedure provides employees with a safe channel to raise their grievances without fear of negative repercussions, and facilitates the resolution of a grievance.					
4	The grievance handlers are trained to manage employee feedback and grievances, and work with union.					
5	Follow-up action reports are submitted to HR immediately after the grievance handling session.					

Thank you!

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTERSOF BUSINESS ADMINISTRATION
PROGRAM

MBA Research on the Effectiveness of Disciplinary practices

Interview to be completed by Commercial bank of Ethiopia HR Manager.

Dear Respondent:

This interview is prepared by graduate student of St. Mary's University in the field of Business Administration as the partial fulfillment of the requirement for Master's Degree. This interview is prepared to assess practices and challenges of workplace discipline in CBE which can assist to prepare a thesis.

The validity of your response has great contribution for the success of my senior thesis. Thus, I would like to ask with due respect to give me the right response.

Interview

1. What are the objectives of the Disciplinary practices?
2. What are the Causes of Employee Indiscipline?
3. What Kinds of Disciplinary Actions are undertaken in commercial bank of Ethiopia?
4. How are grievance handling procedures implemented in commercial bank of Ethiopia?