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### Workplace Discipline: A Catalyst for Staff Performance of Money Deposit Banks in Anambra State, Nigeria

<sup>1</sup>Dr. Anekwe Rita Ifeoma, <sup>2</sup>Nwatu Ifeanyichukwu, <sup>3</sup>Dr. Nwanah Chizoba Patience

<sup>1</sup>Department of Business Administration, Nnamdi Azikiwe University, Nigeria

<sup>2</sup>Department of Business Administration and Management, Akanu Ibiam Federal Polytechnic Unwana, Ebonyi State, Nigeria

<sup>3</sup>Department of Management, University of Nigeria, Nigeria

Corresponding Author: **Dr. Anekwe Rita Ifeoma**

#### Abstract

The study examined the effect of workplace discipline on staff performance of money deposit bank in, Anambra State. A survey research design was adopted and simple random sampling technique was used while the sample size of 258 out of a total population of 729 was determined using Taro Yamane formula. Data were collected with the aid of structured questionnaire. Hypotheses were tested using simple regression with the aid of Statistical Packages for Social Science (SPSS version 27). Findings revealed that

employee sanctioning has a positive effect on job engagement; secondly, that staff demotion negatively affects employee effectiveness. The study concluded that workplace discipline affects employee performance in different dimension depending on the disciplinary tool adopted by management. The study recommended that there is need to sanction erring staff as a disciplinary tool so as to instill the right behaviour in staff.

**Keywords:** Workplace Discipline, Employee Sanctioning, Staff Suspension, Service Delivery

#### 1. Background of the Study

In the Organization 'Discipline' refers to the State of employee's self-control and effectiveness in his work. It indicates the development of genuine team work. Discipline implies a state of order in an organisation. Workplace discipline refers to the practices of structuring behavior at workplace so as to align conflicting behavior to the goals of an organization. The promotion and maintenance of employee discipline is essential for smooth functioning of an organization. Disciplinary action can also help the employee to become more effective. Good discipline means that employees are willing to abide by company rules and executive orders and behave in the desired fashion. Discipline implies the absence of chaos, irregularity and confusion in the behaviour of a worker. Every organisation wants its employees' behaviour to be in conformity with the required system which it has prescribed in order to achieve the organisational goals. Thus, in brief, discipline is orderly conduct by the employee in an expected manner. The purpose of discipline is to encourage employees to behave sensibly at work, that is, adhere to rules and regulations. Discipline in an organization ensures productivity and efficiency. It encourages harmony and co-operation among employees as well as acts as a morale booster for the employees. To increase the working efficiency or morale of the employees so that their productivity is stepped up and the cost of production brought down and the quality of production improved. Discipline is essential for the smooth running of an organisation for the maintenance of industrial peace which is the foundation of industrial democracy. Without discipline, no enterprise would prosper.

Workplace discipline could be corrective, preventive or progressive actions as corrective disciplinary practices include sanctioning/warning/querying of staff, suspension, demotion and discharging of staff while preventive discipline can take the form of orientating or enlightening staff of the rules and operating procedures of an organization so as to eliminate or reduce chances of unhealthy behavior in an organization (Okpako, 2015) <sup>[17]</sup>. Progressive discipline are those practices that structures the behavior of staff on the job such as training and supervision of staff on the job so as to compel compliance. With the presence of effective workplace discipline, tasks in the organization would follow an organized pattern and organizational harmony would be achieved. In absence of discipline, there will be chaos, confusion, corruption and disobedience in an organization. Poor attitudinal practices such as late resumption to work on daily basis, gossiping within an organization during work hours, fighting and quarreling at workplace and absenteeism among staff could be controlled with the adoption of

workplace discipline. Employee sanctioning serves as a warning for staff to show some degree of engagement on the job. The sanctioning of staff for misbehaviour could be a strategy of attracting high level of job engagement. Also, demotion of staff has high tendency of altering employee effectiveness at workplace as affected employees may feel frustrated working on a junior level with junior colleagues. This could result in perception of unfairness and reduced level of employee effectiveness. Staff demotion is among the less desirable forms of punishment although it is used occasionally (Mardridan, 2019) <sup>[14]</sup>.

### 1.1 Objectives of the Study

The broad objective of this study is to ascertain the effect of workplace discipline on staff performance in Money Deposit Bank, Anambra State. The specific objectives are;

1. To determine the effect of employee sanctioning on job engagement in Money Deposit Bank, Anambra State.
2. To examine the effect of staff demotion on employee effectiveness in Money Deposit Bank, Anambra State.

### 1.2 Research Questions

The following questions were formulated for the purpose of the study;

1. What is the effect of employee sanctioning on job engagement in Money Deposit Bank, Anambra State?
2. What is the effect of staff demotion on employee effectiveness in Money Deposit Bank, Anambra State?

### 1.3 Research Hypotheses

The following hypotheses were formulated to guide the study;

H<sub>01</sub>: Employee sanctioning has no significant effect on job engagement in Money Deposit Bank, Anambra State.

H<sub>02</sub>: There is no significant effect of staff demotion on employee effectiveness in Money Deposit Bank, Anambra State.

## 2. Review of Related Literature

### 2.1 Conceptual Clarification

#### 2.1.1 Workplace Discipline

William and Edward (2016) <sup>[25]</sup>, define discipline as “the force that prompts an individual or a group to observe the rules, regulations and procedures which are deemed to be necessary to the attainment of an objective, it is force or fear of force which restrains an individual or a group from doing things which are deemed to be destructive of group objectives. It is also the exercise of restraint or the enforcement of penalties for the violation of group regulations”. In the opinion of Ordway (2017) <sup>[18]</sup>, “Discipline is the order, members of an organization who adhere to its necessary regulations because they desire to cooperate harmoniously in forwarding the end which the group has in view”. Thus, discipline can now be defined as a condition in the organization when employees conduct themselves in accordance with the organization’s rules and standards of acceptable behavior. Discipline refers to a force that prompts individuals or groups to observe the rules, regulations and procedures which are deemed to be necessary for the effective functioning of an organization” (Richard, 2018) <sup>[20]</sup>.

According to Cooke (2015) Discipline is viewed from two angles/dimensions; positive discipline implies discipline without punishment. The main aim is to ensure and

encourage self-discipline among the employees (Owoyemi & George, 2013) <sup>[19]</sup>. The employees in this case identify the group objectives as their own objectives and strive hard to achieve them. The employees follow and adhere to the rules and regulations not due to the fear of punishment but due to the inherent desire to harmonize in achieving organizational goals. Employees exercise self-control to meet these goals (Owoyemi & George, 2013) <sup>[19]</sup>. Negative discipline refers to when employees adhere to rules and regulations in fear of punishment which may be in form of fines, penalties, demotions or transfers. In this case, the employees do not perceive organizational goals as their own goals (Wurim, 2014) <sup>[26]</sup>.

### 2.1.2 Employee Sanctioning

Sanctions refer to actions that follow rule violations or infractions (Nailman & Sarvy, 2017) <sup>[16]</sup>. When rules are made for an organization, they stand a chance of being flouted by employees. Sanctioning is applied to ensure that the rules are kept for the success of the organization. Sometimes, instead of just disciplinary measures, punitive measures are applied to address negative vices. Employees “clearly understand what their required behaviour is, and what the results of their continued misconduct are, then the purpose of the disciplinary sanction will have been achieved (Kroon, 2015) <sup>[12]</sup>. It is for this reason that most institutions draw up codes of conduct which consider certain behaviour as unwarranted and which states that should an employee omit or commit such an act he/she will be guilty of misconduct. These codes of conduct help organizations maintain discipline in their working relationships with their employees (Khan, 2018) <sup>[11]</sup>.

### 2.1.3 Staff Demotion

Demotion can be defined as a downward movement within an organization’s hierarchy leading to an actual or perceived loss of authority and/or responsibility (Carson & Carson, 2017) <sup>[3]</sup>, either with or without a decrease in salary (Ng, Sorensen, Eby, & Feldman, 2017) <sup>[5]</sup> distinguish between voluntary demotion, where the downward movement is initiated by an individual and results in moving to a lower position that better suits his/her needs (Verheyen & Vermeir, 2011) <sup>[24]</sup>, and involuntary demotion, where the demotion is initiated by the organization (Carson & Carson, 2017) <sup>[3]</sup>. In an organizational context, it means the move of an employee to a less important position (Mardridan, 2019) <sup>[14]</sup> or to a position with a lower occupational status (More, 2016). Staff demotion is among the less desirable forms of punishment although it is used occasionally (Mardridan, 2019) <sup>[14]</sup>. Demoted employee loses pay over a period of time. Losing pay over a period of time is a long slow form of constant humiliation. It causes employees to give up or lose motivation, thus becoming disgruntled.

### 2.1.4 Job Engagement

Shuck and Reio (2013) define employee engagement as the cognitive, emotional, and behavioral energy an employee directs toward positive organizational outcomes. They go on to operationally define employee engagement as a series of psychological states (cognitive, emotional and behavioral) ultimately representing an intention to act that encompasses motivation-like qualities. Crabb (2011) <sup>[4]</sup> defines employee engagement as a positive attitude held by the employee towards the organization and its values. Crabb (2011) <sup>[4]</sup>

states that an engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Mone (2011) <sup>[15]</sup> employee engagement is defined as an employees' sense of purpose and focused energy that is evident to others through the display of personal initiative, adaptability, effort, and persistence directed toward the organization's goals. Mone (2011) <sup>[15]</sup> described employee engagement as having a deep and broad connection with the company that results in the willingness to go above and beyond what is expected to help the company succeed. Johnson (2011) <sup>[9]</sup> refers to a definition of employee engagement by Towers Perrin as the extra time, brainpower, and the energy that employees put toward their work that result in discretionary effort. Johnson (2011) <sup>[9]</sup> states that employee engagement requires a mutual contract between the organization and its employees, where organizations have a responsibility to train their employees and build a meaningful workplace.

### 2.1.5 Employee Effectiveness

An employee is effective if he achieves its goals (Lodewijk, 2016) <sup>[13]</sup>. This approach can only be used in organizations with clearly defined, time-sensitive, measurable and operational goals set for its employees (Lodewijk, 2016) <sup>[13]</sup>. In the literature relating to organizational effectiveness, it has been proposed that only a few employees meet these criteria. Even so, it is difficult to determine an employee's effectiveness without relating it to the organization's goals, even if these are not clearly defined. Broadly speaking, the goal attainment approach reflects the views about effectiveness of senior management and shareholder. Employee effectiveness contributes greatly to organizational effectiveness. Jorge (2014) <sup>[10]</sup> defined organizational effectiveness as the efficiency with which an association is able to meet its objectives. This means that an organization that produces a desired effect or an organization that is productive without waste.

Jaharkanti (2014) <sup>[8]</sup> also view effectiveness as the effective, product and strategic use of all the organizational resources, namely, human, financial and technological resources for creating competitive advantage. The organizational effectiveness also calls for creating sustainable growth and development by taking care of not only the shareholders expectations but also the expectations of other stakeholders. Robert and William (2015) <sup>[21]</sup> identified that there are six (6) systems of organizational effectiveness which include: Leadership, Communication, Accountability, Delivery, performance and Measurement. This six systems frame helps people see how everything is integrated to achieve the organization objectives.

### 2.2 Theoretical Framework

The study was anchored on bureaucratic theory. The word bureaucracy is derived from two words; "bureau" and "Kratos." While the word "bureau" refers to the office the Greek suffix "kratia or kratos" means power or rule. Thus we use the word "bureaucracy" to refer to the power of the office. The theory holds that the evolution of societies is facilitated by three types of authority identified as traditional, charismatic and legal rational authority. It is the legal-rational type of authority that constitutes the basis of

Weber's concept of bureaucracy and the foundation of modern civilization as it is premised on "a belief in the legitimacy of the pattern of normative rules and the rights of those elevated to authority under such rules to issue commands. Key features of the ideal type of bureaucracy that Weber presents are division of labor, hierarchal order, written documents, well-trained staff and experts, full working capacity of the officials, and application of impersonal rules. Bureaucratic characteristics including the impersonal rules, hierarchy, and centralization of decision-making might lead to the inability of the organization to correct or change its behavior by learning from its previous mistakes while serving the society.

### Relevance of Bureaucratic Theory

This theory is relevant in this study as it identifies the loopholes in administration that affect workplace discipline as the theory posits that centralization of decision-making might lead to the inability of the organization to correct or change its behavior by learning from its previous mistakes while serving the organization. The theory pointed out favouritism and nepotism and godfatherism as obstacles to effective discipline.

### 2.3 Empirical Review

Idris & Alegbeleye (2015) <sup>[6]</sup> investigated the relationship between discipline and organization effectiveness of Nigeria Customs Service. The study adopted descriptive survey. A simple random sampling method was used to draw a sample of one hundred and fifty (150) respondents from Nigeria Customs Service Ikeja Command from a total population of 519. Data was collected by means of self-administered questionnaire. Similarly, the chi-square goodness of fit statistical technique was used with the aid of excel spread sheet. The findings revealed that one of the causes of high disciplinary cases in the Nigeria Customs Service is blamed on godfatherism and favouritism. The study recommends that the organizations should maintain records of disciplinary cases, new employees should know the objectives and goal of the organization and should also be acquainted with the rules and regulations governing the organization.

Iheanacho, Edema and Ekpe (2017) researched on perceived discipline, punishment and organizational performance among employees of Federal Ministries in Cross River State. The study adopted survey research design and purposive sampling technique was employed in drawing a sample of 1000 staff from an estimated population of about 8000 federal workers, whose ministries are domiciled in the federal secretarial complex in Calabar. The study design was correlational design, and the instrument used for data collection was a questionnaire called Discipline, Punishment and Performance Opinion Questionnaire (DPPOQ). The independent variables of the study were discipline (classified into, persuasion, issuance of query, warning letters & withholding of reward), and punishment (classified into suspension, demotion & dismissal), while the dependent variable was organizational performance. Results of the study indicates that there is a positive strong correlation between all the sub-scales of discipline and organization performance. Findings on the comparison between punishment indicators and organization performance show an inverse relationship. The study recommends the use of

discipline instead of outright punishment in correcting staff to enhance effective goal attainment in organization.

Simatupang & Saroyeni (2018)<sup>[23]</sup> investigated the influence of discipline, motivation and organizational commitment to the staff performance of Cenderawasih University Rectorate. The study adopted descriptive survey research design. The number of samples based on census method is 78 respondents by using multiple linear regression analysis technique. The result of the analysis shows that the discipline has a positive and significant effect on the performance of the employees of the Cenderawasih University Rectorate General Administration Bureau.

Agbo (2020)<sup>[1]</sup> researched effects of employee discipline on performance of Nigerian Breweries Plc, Enugu, Enugu State, Nigeria. The study adopted exploratory research design and descriptive statistics such as percentages and frequencies were employed to analyze the demographic characteristics of respondents. The five-point likert scale was also used for the study. Pearson Correlation coefficient and regression were used to test the hypotheses. The hypotheses were tested at 0.05 level of significance using Statistical Package of Social Sciences (SPSS). A total number of eighty-six (85) questionnaire were distributed by the researcher to the staff of Nigerian Breweries Plc. The regression equation used established that holding all factors (code of discipline, disciplinary procedures) constant, factors affecting employee performance. The findings showed that taking all other independent variables at zero, a unit increase in code of discipline lead to increases in the scores of the employee performance.

Apalia (2017)<sup>[2]</sup> researched on the effects of disciplinary management on employee performance in County Education Office of Turkana County. The study was conducted using a case study design. The target population for this study was employees from the county education office in Lodwar which composed a total population of 171 employees. Primary data was collected with the help of a questionnaire. Hypotheses was tested using Pearson product-moment of correlation coefficient. The study found that there was an increase on employees' knowledge; respondents agreed that disciplinary management led to promotion of employees. The study recommended that although disciplinary policy are important in bringing sanity to the organization.

Sule-Dan & Ilesanmi (2015)<sup>[22]</sup> examined the role of discipline on organizational effectiveness in the public sector with specific reference to Nigeria Customs Service. The researcher employed the descriptive survey and case study design to examine the role of discipline is been practiced at the Nigeria Customs Service. A simple random sampling method was used to draw a sample of one hundred and fifty (130) respondents from Nigeria Customs Service Ikeja Command. Data was collected by means of self-administered questionnaire. Similarly, the chi-square goodness of fit statistical technique was used with the aid of excel spread sheet. The findings revealed inter alia that, there is a need to keep high standard of discipline in an organization. The study concluded that one of the causes of high disciplinary cases in the Nigeria Customs Service is blamed on godfatherism and favouritism. The study recommends that the organizations should maintain records of disciplinary cases, new employees should know the objectives and goal of the organization and should also be acquainted with the rules and regulations governing the organization.

## 2.4 Summary of Empirical Review

Based on the empirical review, Idris & Alegbeleye (2015)<sup>[6]</sup> investigated the relationship between discipline and organization effectiveness: A study of Nigeria Customs Service. The findings revealed inter alia that, there is a need to keep high standard of discipline in an organization. While the study of Iheanacho, Edema & Ekpe (2018)<sup>[7]</sup> research on perceived discipline, punishment and organizational performance among employees of Federal Ministries in Cross River State. Results of the study indicate that there is a positive strong correlation between all the sub-scales of discipline and organization performance. Studies by Iheanacho, Edema and Ekpe (2017) researched on perceived discipline, punishment and organizational performance among employees of Federal Ministries in Cross River State.

Apalia (2017)<sup>[2]</sup> researched on the effects of disciplinary management on employee performance in County Education Office of Turkana County. While, the study of Sule-Dan and Ilesanmi (2015)<sup>[22]</sup> examine the role of disciplined on organizational effectiveness in the public sector with specific reference to Nigeria Customs Service. Another study by Mukhalipi (2018) conducted a research on employee discipline as a factor in employee engagement as a literature review. Further studies on Simatupang and Saroyeni (2018)<sup>[23]</sup> investigated the influence of discipline, motivation and organizational commitment to the staff performance of Cenderawasih University Rectorate. Focusing on disciplinary actions and measures, the study of Knight and Ukpere (2014) focused on the effectiveness and consistency of disciplinary actions and procedures within a South African Organisation. Other studies by Heather & Winters (2016) researched on the effect of employee discipline on the organizational commitment of faculty members. The purpose of the quantitative study was to examine the relationship of perceived ethical climate on the organizational commitment of full-time faculty members in institutions of higher education. Montree & Boonthawan (2013) conducted a study on the effect of workplace discipline and reputation on organization's performance and corporate social responsibility of 900 SMEs in Chiangmai provinces in Northern Region of Thailand. While the studies of Okwemba, Chitiavi, Egessa, Douglas & Musiega (2014) studied the effect of employee discipline on Organization Performance on the Banking Industry Kenya, Kakamega Country.

## 3. Methodology

The study adopted survey research design. The reason for adopting a survey research design is because the study intended to collate data directly from respondents with the aid of structured questionnaire. The population of this study comprises staff of first bank, gtbank and access bank with the total population of 729. The study made use of primary source of data which is the use of Structured questionnaire used to elicit information from the respondents and was structured using 5-point likert scale format of strongly agreed (SA- 5 points), agree (A-4points), undecided (U-3 points), disagreed (D-2 points) and strongly disagree (SD-1 point).

The instrument was subjected to content validation by experts in the field of research and evaluation from the Department of Business Administration, Nnamdi Azikiwe University, Awka. Cronbach Alpha method was used to test

for the reliability of the instrument. The correlation analysis figure of 0.793 was obtained which shows that the instrument is reliable. Below is the table reliability figure using Cronbach Alpha;

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.793	1.000	50

Taro Yamane formula used to determine the sample size;

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

Where

- N = Population size
- n = Sample size
- e = error estimate (5%)
- 1= unity

Thus:

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

Where:

- N = Population size
- n = Sample size
- e = 0.05

$$n = \frac{729}{1 + 729(0.05)^2}$$

$$n = \frac{729}{2.8225}$$

$$n = 258$$

The data that was collected from respondents were presented using simple frequency and percentage tables. Hypotheses were tested using simple regression through the Statistical Package for Social Sciences (SPSS ver.23).

**Decision Rule**

Accept the Alternate hypothesis ( $H_a$ ) if  $calP$ -value is less than 0.05 ( $P$ -value < 0.05); otherwise accept the Null hypothesis ( $H_o$ ).

**4. Data Presentation and Analysis**

**Table 1:** Respondents Responses to the Effect of Employee Sanctioning on Job Engagement in Money Deposit Bank in Anambra State

S. No	Questionnaire Items	SA	A	U	D	SD	Mean	Remark	
<b>Employee Sanctioning</b>									
1.	Erring staff of this organization are usually issued warning at first.	91	87	18	19	17	3.93	Agree	Agree
2.	Staff are sanctioned for going against instructions in this organization.	71	90	19	27	25	3.67	Agree	
3.	Attitude such as late resumption to work on daily basis and absenteeism are usually queried in this organization.	45	46	13	77	51	2.81	Disagree	
<b>Job Engagement</b>									
4.	I am highly dedicated to my job in this organization.	84	71	9	41	27	3.62	Agree	Disagree
5.	I always strive to be at my best in this organization.	57	84	11	39	41	3.31	Agree	Agree
6.	I avoid distractions in this organization so as to meet with work demands.	45	61	19	64	43	3.00	Agree	Disagree
<b>Grand Average</b>							<b>3.39</b>	<b>Agree</b>	<b>Disagree</b>

Source: Computation of Respondents' Responses

Table 3 shows that respondents agreed to questions relating to employee sanctioning and job engagement with grand

mean of 3.39. But disagreed to late resumption to work and absenteeism being queried with an average of 2.81.

**Table 2:** Respondents Responses to the Effect of Staff Demotion on Employee Effectiveness in Money Deposit Bank, Anambra State

S. No	Questionnaire Items	SA	A	U	D	SD	Mean	Remark
<b>Staff Demotions</b>								
1	Staff are occasionally reduced to lower rank for poor attitude at workplace.	37	58	23	66	48	2.87	Disagree
2	Staff demotion as a disciplinary tool also affects management personnel of this organization.	67	73	11	42	39	3.38	Agree
3	Demotion is used as a disciplinary tool in this organization.	62	78	11	49	32	3.38	Agree
<b>Employee Effectiveness</b>								
4	I am active in my role at work place.	29	35	13	82	73	2.42	Disagree
5	We make good use of work time for the task assigned to us.	62	69	17	46	38	3.31	Agree
6	I strive to complete my task without any hindrance.	82	85	15	31	19	3.78	Agree
<b>Grand Mean</b>							<b>3.19</b>	<b>Agree</b>

Source: Computation of Respondents' Responses

Table 2 shows that respondents agreed to questions relating to effect of staff demotions on employee effectiveness with grand mean of 3.19. But disagreed Staff are occasionally reduced to lower rank for poor attitude at workplace and being active at workplace with averages of 2.87 and 2.42 respectively.

**4.1 Test of Hypotheses**

**4.1.1 Hypotheses Testing One**

$H_{01}$ : Employee sanctioning has no significant effect on job engagement in Money Deposit Bank in Anambra State.

**Table 3: Regression on Employee Sanctioning and Job Engagement**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 <sup>a</sup>	.835	.822	10.07384

a. Predictors: (Constant), Employee sanctioning

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	6654.331	1	6654.331	65.571	.000 <sup>b</sup>
	Residual	1319.269	230	101.482		
	Total	7973.600	231			

a. Dependent Variable: Job engagement

b. Predictors: (Constant), Employee sanctioning

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.168	4.964		2.451	.029
	Employee sanctioning	.738	.091	.914	8.098	.000

a. Dependent Variable: Job engagement

**Tables Summary**

Tables on the test of hypothesis on the effect of employee sanctioning on job engagement with R=0.914, n=232-1=231 and P=0.029 (p<0.05) at 5% significant level. Since the P value is less than 0.05, the null hypothesis will be rejected and the alternate hypothesis will be accepted that there is positive effect of employee sanctioning on job engagement

in Money Deposit Bank Anambra State.

**4.1.2 Test of Hypotheses Two**

Ho<sub>2</sub>: There is no significant effect of staff demotion on employee effectiveness in Chukwuemeka Odumegwu Ojukwu University, Anambra State.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.860 <sup>a</sup>	.740	.720	14.10703

a. Predictors: (Constant), Staff demotion

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	7356.492	1	7356.492	36.966	.000 <sup>b</sup>
	Residual	2587.108	13	199.008		
	Total	9943.600	14			

a. Dependent Variable: Employee effectiveness

b. Predictors: (Constant), Staff demotion

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.638	9.000		-.404	.693
	Staff demotion	1.078	.177	.860	6.080	.000

a. Dependent Variable: Employee effectiveness

**Tables Summary**

Tables in the second hypothesis testing revealed that staff demotion negatively affect employee effectiveness with r=-0.860, n=232-1=231 and P=0.0005 (P<0.5) at 0.05 significant at 2tailed, alternative hypothesis is accepted. Hence, there is negative effect of staff demotion on employee effectiveness in Money Deposit Bank, Anambra State.

1. The test of the first hypothesis revealed that there is positive effect of employee sanctioning on job engagement with R=0.914, n=232-1=231 and P=0.029. This implies that increase in staff sanctioning will result to increase in job engagement.
2. The test of the second hypothesis revealed that staff demotion negatively affects employee effectiveness with r=-0.860, n=232-1=231 and P=0.0005. This implies that staff demotion affects the right job attitude as employees would be demoralized when demoted to a reduced rank.

**5. Summary of Findings, Conclusion and Recommendations**

**5.1 Summary of Findings**

Based on the test of hypotheses, the following findings were made:

**5.2 Conclusion**

The study concluded that workplace discipline affects

employee performance in different dimension depending on the disciplinary tool adopted by management. Staff sanctioning could have a positive effect such that it is used to warn or restructure behaviour of staff towards health practices in the organization. Demotion as a disciplinary tool could have a negative effect on the job morale of employees as employees' rank is reduced and it could affect their work prestige as they could feel odd working in a junior level. Staff suspension has adverse effect on employee performance as suspended staff cannot be present in the organization, hence there would be shortage of labour by the number of suspended staff. The study deduced that staff sanctioning is a progressive and corrective disciplinary tools that is targeted at instilling the right job attitude in employees so as to foster high job engagement of employees. The study concluded that demotion is a disciplinary tool but could result in reduced job morale and thus the effectiveness of employees is reduced due to the fact that the capacity of employee is reduced to work at junior level.

### 5.3 Policy Recommendations

The following were recommended:

1. There is need to sanction erring staff as a disciplinary tool so as to instill the right behaviour in staff. This will affect organizational performance positively.
2. Management should make staff sanctioning, warning and issuing of query common disciplinary tool rather than demotions which could affect employees' morale towards been active at workplace.

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