

**EFFECTS OF DISCIPLINARY PROCEDURES ON EMPLOYEES' PERFORMANCE
IN POSTAL CORPORATION OF KENYA**

BY

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D53/PT/CTY/13795/2009

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE
DEGREE OF MASTERS IN BUSINESS ADMINISTRATION (HRM) OPTION OF
KENYATTA UNIVERSITY**

2012

DECLARATION

I the undersigned declare that this research project is my original work and that it has not been presented in any other university or institution for academic credit

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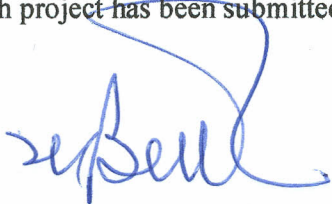
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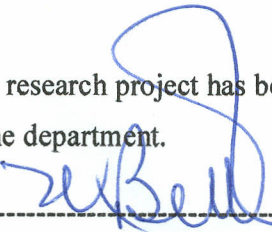
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ACKNOWLEDGEMENT

First and foremost, I wish to thank the Almighty God and His son Jesus Christ for enabling me to finish the MBA course which culminated in the writing of this project. I also wish to appreciate the encouragement that my family gave me during the entire course. They were always patient and understanding.

I also appreciate my employer, National Bank of Kenya limited for the financial support during the entire course. The Bank made my life easier by providing me with a study loan and off duties so as to meet the demands of the course. Special thanks also go to my project supervisors **Mr. Shadrack Bett** and **Mrs. Phelgona Genga** both of Kenyatta University for their brilliant guidance especially in the research proposal and project writing

Lastly, much thanks to Kenyatta University for making the MBA course available. It has enriched me and enhanced my demand in the market as a Human Resource Specialist.

DEDICATION

This research project is specifically dedicated to my children namely; Alfonse, James, Joy and Faith

Special dedication also goes to my beloved mum, Mrs. Mary Nyanchoka and my late dad, Maikara.

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DEFINITION OF TERMS

Discipline	Training of the mind and character with the aim of producing self-control and obedience. Hence, a state of control gained as a result of observing the norms.
Formation of the rules	The way rules are determined. The individuals and groups which participate in the formation and review of the rules.
Rules and regulations	Authoritative statements put in writing on what should or must be done in certain circumstances. Thus an organizations functions, prohibition and mandatory activity put in place to comply with.
Enforcement of rules	The implementation of rules. It involves the various strategies embraced to ensure that rules are adhered to and that they are assisting in attainment of the intended goals.
Consequence	The repercussions realized in the cause of implementing changes.
Procedures	Sequence in which punishment is inflicted to the indiscipline cases.
Employees	Persons who are engaged to render services in return for salary/wages.
Performance	Functions relating to increased services measured quantitatively and qualitatively.
Motivation	Is a process in which people choose between forms of behavior in order to achieve personal goals.

Reward

This is derived from a person's ability to reward another through formal or informal means. Formal depends on the managers' ability to give pay rise or informal in terms of acceptance.

Leadership

Is the process by which an executive imaginatively directs, guides and influences goals by mediating between the individual aspirations and organizational goals so that each obtains maximum satisfaction.

Communication

This is a process by which a person transmits information ideas, understanding or feelings to another person.

ABBREVIATIONS

PCK	-	Postal Corporation of Kenya
PMG	-	Postmaster General
HR	-	Human resources
GOK	-	Government of Kenya
GM	-	General Manager
CCK	-	Communication Commission of Kenya
COWUK	-	Communication Workers Union of Kenya
PCSC	-	Postal Customer Service Charter
CBA	-	Collective Bargaining Agreement
QWL	-	Quality of Working Life
COLA	-	Cost of Living Adjustments

ABSTRACT

The purpose of this study was to examine the effects of disciplinary procedures on employees' performance in the Postal Corporation of Kenya. Indiscipline in any organization has devastating consequences on job performance. Some of these consequences include loss of working hours, destruction of property, failure to meet the performance targets and most importantly cause the organization not to have a competitive advantage, thereby not meeting its vision and mission. However, when disciplinary procedures are properly applied they lead to high motivation on the part of employees thereby producing high performance for the organization. The target population in the study was 215 employees at the Postal Corporation of Kenya headquarters and a sample size of 44 employees which represented 20% of the targeted population was selected and surveyed for the study. They were randomly selected from the 5 departments namely; Finance, HR & Development, Legal department, Information and Technology and lastly Mail/Courier services department. Descriptive statistics was used to summarize their responses. Out of the 44 employees selected for the study, 39 of them responded to the questionnaire and this formed 89% of the sample size. The respondents provided data from where general findings were drawn about the targeted population and that their views were presented by use of Tables, Bar Graphs, Frequency, Pie Charts, Percentages, Likert scale and also by use of measures of central tendency such as mean, mode and the standard deviation. The statistical package for social sciences (SPSS) computer program was quite useful in achieving this.

The study found out that most employees in the Postal Corporation of Kenya were aware of the existence of the code of regulations and the disciplinary procedures and that negligence, lateness, absenteeism, intoxication and also criminal offences such as theft by servant were found to be the commonly committed offences. The study also found out that majority of the employees (64%) approved the disciplinary procedures since they addressed genuine cases of

indiscipline. However a negligible percentage of (15%) disapproved the procedures since they were sometimes aimed at settling scores. Furthermore the study found out that Managers were not well trained in handling disciplinary cases and more often than not they overlooked some procedures. This greatly impacted negatively on employees' performance since they felt as being subjected to punitive measures unfairly hence felt demoralized thereby hampering the growth of Postal Corporation of Kenya. The study also found out that other factors outside the disciplinary procedures also affected performance of the Postal Corporation of Kenya. These factors included; financial problems of the Corporation nepotism, lack of training, stiff competition, poor technology and above all poor leadership from the Postmaster general emanating from lack of competitiveness during their recruitment process. The study suggests that all employees be involved in the making of rules and regulations irrespective of their positions to enhance or create ownership. Furthermore the study recommends that management should be well trained on disciplinary procedures so as to avoid conflicts and communication breakdown between them and the union sable members of staff. Additionally the management of Postal Corporation of Kenya should regularly alert their employees on the expected level of discipline through circulars and distribution of the Postal Corporation of Kenya code of conduct. Considering the importance of discipline in employees of every organization, the study recommends further research to measure variables that were beyond the scope of this study.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Discipline is essential to all organized group actions. Smith, (2006). Employees of any organization must reasonably conform to the code of conduct or behavior established and administered by the organization and its managers so that order is maintained and common goals are accomplished. Smelterlzer,(2006).

The culture of an organization is reflected in the discipline of its employees. In this case, conduct, morale and performance have a bearing in employees' feelings. Armstrong, (2003). Armstrong, (2009) emphasizes that all employees are expected to meet performance standards and behave appropriately in the work place. He further noted that disciplinary or corrective action is a process of communicating with the employee to improve unacceptable behavior or performance. The manager may take disciplinary action when other methods such as coaching and performance appraisal have not been successful. In cases of serious misconduct the boss may choose to proceed straight to disciplinary action. Smelterlzer, (2006).

It is common knowledge that Discipline is the major factor to be considered in every human being and in every aspect of life, and so disciplinary procedures are regarded as a critical tool for management to succeed. Many people associate disciplinary procedures with negative feedback. When implemented properly, these procedures will positively affect the relationship between a manager and their employees. Employees embrace accountability and it actually improves employee job satisfaction. Smith, (2009).

Correcting employee performance issues is a procedure. Effective interpersonal communication, written communication and the management skills lists must be utilized to assist the employees. Poorly implemented procedures may negatively impact work place performance. When implementing disciplinary action the following factors must be considered.

First and foremost clear expectation must be established before disciplinary procedures can be implemented. The employees have to know exactly what is expected of them and in this case Job description and outline is expected.

The process must be objective so that employees will not perceive corrective procedures negatively. In this case managers must implement a process that addresses issues before they create a problem. There must also be consistency, whereby managers are committed to put forth the time and effort required to properly implement the procedures. Employees' issues must be addressed consistently to be successful. Brogan, (2009).

Lastly follow up/feedback is necessary. Disciplinary procedures must provide employees' with feedback on their progress when asked to correct an issue. Managers are not effective unless issues are addressed and followed upon. When managers ask an employee to correct behavior, the employee requires feedback from the manager to confirm the issue has been resolved. As managers we are also employees. We welcome feedback to measure our performance. Our employees are no different. Baron, (2003).

The research focused on the effects of disciplinary procedures on employees' performance in Postal Corporation of Kenya.

Postal Corporation of Kenya was enacted by an Act of parliament No. 3 of 1998 and licensed to operate with effect from 1st July 1999. It emerged from the defunct Kenya Post and Telecommunication Corporation which was split into three namely; Postal Corporation, Telkom Kenya and Communication Commission of Kenya (C.C.K). The Corporation was established for the purpose of providing accessible, affordable and reliable Postal services to all Kenyans wherever they reside. It operates a vast network of 769 Post Offices and partners with more than 5000 stamp venders licensed across the country to accomplish its purpose.

The products and services that constitute the core business of the Corporation are:-Mails, Courier Services, Financial and Agency Services.

As the public Postal licensee, the Corporation has the monopoly to offer Post Office letter boxes services, issuance of postage stamps and conveyance of letters up to 350 grams. Posta CSC, (2011).

The Corporation has a large workforce of over 3800 staff. It has a Postmaster General as its Chief Executive. Under him are General Managers who head various departments and line Managers under them plus eight regional Managers. The Corporation is a Parastatal and is fully owned by the Government of Kenya. Since it is fully owned by the Government, the latter has exclusive powers to appoint the Board of Directors and the Postmaster General to strategically guide the Corporation.

The growth of Postal Corporation has been gradual and has withered stiff competition from other organizations who are late comers in the business field. This is largely due to lack of change of the business culture. There have also been bottlenecks in its growth caused largely by disciplinary procedures which in turn have greatly impacted on employees' performance. For example there have been cases whereby an employee is suspended over a long period of time without being accorded an opportunity to have his/her cases determined or an opportunity to defend themselves. It is upon this background that the researcher decided to carry out a study on the effects of disciplinary procedures on employees' performance in the said Corporation. PCSC, (2011).

1.1.1 Mission and vision statement of Postal Corporation of Kenya

Vision: To be a dynamic and market oriented Postal service provider

Mission: To deliver superior financial, distribution and communication solutions to our customers and create value to our stakeholders.

1.1.2 Disciplinary procedures at Postal Corporation of Kenya

The disciplinary procedure in administering punishment commences with the establishment of guilt or innocence which is done either orally or formally. Punishment can either be administered by the immediate boss when the offence is within his powers of administration or may be forwarded to the General Manager Human Resource at the headquarters if it falls outside the immediate boss's powers.

Once it is established that an employee is at fault the immediate boss or line manager considers what punishment should be imposed in line with the PCK Code of Regulations while at the same time paying attention to any mitigating circumstances advanced by the

employee such as his length of service, general reputation of the victim in the organization and above all his/her past record.

With due regard to the immediate supervisor's recommendation in respect to the victim's response the Branch disciplinary committee comprising of Branch manager and heads of departments will determine the punishment and administer it immediately. However, should the proposed punishment be outside the powers delegated to the Branch Manager, he/she will forward the recommendation to the General Manager Human Resources for further action.

The General Manager Human Resource then presents the case to the disciplinary committee which is comprised of other General Managers and a Board Member and the Postmaster General for deliberation. However the Postmaster General has veto powers to dispose off the cases as he shall think fit without referring to anybody since he is the final authority. It is important to note that all cases are fully documented and are dealt with expeditiously so that punishment is effected without delay in line with the regulations. (Postal Code of conduct). In case punishment is instituted against a unionisable member of staff. The secretary of the union (CUWUK) is fully notified as per the CBA.

Table 1.1: Offences that Attract Punishment at PCK

NO.	OFFENCE
1	Absconding duty
2	Insubordination
3	Intoxication
4	Engaging in private business
5	Negligence
6	Unpunctuality
7	Use of abusive language
8	Divulging of company secrets
9	Misappropriation of funds/Theft
10	Malingering
11	Irregular use of company property

Source: PCK code of conduct (2011)

Table 1.2:

Types of Punishment Administered at PCK

No	Type of punishment
1	Dismissal
2	Termination on public interest
3	Warnings (both written and oral)
4	Reduction of salary
5	Reduction of rank/grade
6	Recovery of costs
7	Withholding increment
8	Transfer

Source PCK code of Conduct (2011)

1.2 Statement of the Problem

In this study it can be noted that various organizations have their own codes of conduct and ethics intended to establish standards of ethical conduct of employees and to be applied consistently with the organizational requirements. Storey,(2000). He further noted that the Human Resource departments in any given organization is the most important department since it regulates the human capital and oversees the process of production and have a drive to make sure that an organization has a competitive advantage.

Estimates have suggested that between 3%-5% of working population receive some form of disciplinary action each year. This would mean that in an organization of 10,000 employees, about 50 would receive some form of disciplinary action. Armstrong, (2009).

According to the Kenyan government sources most state Corporations have been performing poorly and that they have been eating into the Central Governments bottom-line. That is why the Government in the past decade has aggressively embarked in privatization of most Parastatals.G.O.K, (2008).

In Kenya quite a few studies have been done in the area of discipline and its effects on performance. The few that have been done have put more emphasis on the education sector

where results are measured through the results that Schools/Colleges attain but not in Corporations whose performance is measured through the profits they make.

Mwangi, (1990) did a study on effects of discipline in School Performance in Nyandarua District and Otieno, (2001) did a similar study on Secondary Schools in Nyanza. The aim of both studies was to provide an objective and efficient way of improving examination performance.

Ondieki, (2004) recommended that due to the huge resources the Government spends in sustaining parastatals, there is need to emphasize on quality management systems in order to realize high productivity.

In spite of these studies, there was little evidence of any study carried out to determine the effects of disciplinary procedures on employees' performance in any Corporation and it is against this background that the researcher decided to investigate the effects of disciplinary procedures on employees' performance in Postal Corporation of Kenya as a window to subsequent studies and replication of findings to other sectors.

1.3 Objectives of the Study

1.3.1 General Objectives

The main objective of the study was to establish the effects of disciplinary procedures on employees' performance with specific references to the Postal Corporation of Kenya.

1.3.2 Specific Objectives

The following were the specific objectives of the study:

1. To assess how progressive disciplinary procedures affect staff at Postal Corporation of Kenya
2. To determine the effects of positive disciplinary action at Postal Corporation of Kenya
3. To establish whether the just cause standard of discipline was applicable to employees of Postal Corporation of Kenya
4. To examine the impacts of the inter- personal disciplinary procedures on employees performance at Postal Corporation of Kenya

5. To examine the extent of the right to appeal as a disciplinary procedure at Postal Corporation of Kenya

1.4 Research Questions

The following were the research questions for the study:

1. How does progressive disciplinary procedure affect staff performance at Postal Corporation of Kenya?
2. To what extent do positive disciplinary procedures affect performance at Postal Corporation of Kenya?
3. To what extent does the just cause standard of discipline affect business at Postal Corporations of Kenya?
4. To what extent is the right to appeal discipline applied at Postal Corporation of Kenya?
5. How does the interpersonal disciplinary procedure affect work at Postal Corporation of Kenya?

1.5 Significance of the Study

The study will be of great benefit to the Government, the local authorities, Non-Governmental organizations and Human Resource Practitioners in identifying other ways of improving performance in their respective Organizations.

Specifically, the study will be of great use to the Government of Kenya in coming up with appropriate strategies and policies for performance improvement in State Corporations and in particular Postal Corporation of Kenya.

With regard to Non-Governmental Organizations, the study will contribute towards identifying effective ways of improving employee performance in those organizations through the implementation of accepted standards of disciplinary procedures.

To Human Resource Practitioners, the study will help them come up with effective strategies to improve performance and disciplinary standards in their respective organizations. To other researchers and students this study will act as a reference document.

Finally the management of Postal Corporation of Kenya will also get feedback on whether their current disciplinary procedures have led to improved performance and realization of Corporate goals and objectives or need to be reviewed.

1.6 Scope of the Study

The study was conducted at the Postal Corporation headquarters in Nairobi since that is where most cases pertaining staff are referred to. The study targeted a General Manager, Middle and Lower cadres of staff. It was believed that such a population was to have a clear understanding of the problem and could provide a wide data base on the issue that was being investigated. Both primary and secondary data was used.

1.7 Assumptions and Limitations of the Study

There were several factors which were assumed when carrying out the study. The following were some of the assumptions;

Due to confidentiality, the respondents were not willing to give out information pertaining to the subject due to fear of victimization incase the information is leaked. They feared loss of their jobs. This was countered by having a letter from the management allowing the researcher to carry out the study for academic purpose only. This calmed the fears among staff.

Due to the Nature of work, the organizations employees were busy in that the researcher was unable to collect the required data in time. Movement of the employees did not give enough time for respondents to effectively respond to the questionnaires. The researcher overcame this by requesting the management and in particular the general manager Human Resources to set specific time when the workers were not very busy so as to collect data. This helped to solve the problem of the busy respondents.

There were some workers who were willing to spill the beans because of frustrations from the system. The researcher encouraged them to do so but still reminded them that it was for academic purpose only.

The research findings were to generate recommendations and lead to having a better understanding about the effects of disciplinary procedures and be able to build performance programs which bridge knowledge gaps.

Lastly the research focused on analyzing the root causes of good or bad disciplinary procedures which have an effect on employee performance instead of symptomatic description of weakness and constraints which overstate the negative and understate the positive, ending up with fixated problems to be solved rather than opportunities to be grasped.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

Literature review means to take a retrospective view of examination deliberately to give critical evaluation of past studies in the relevant area of study. It cuts across all stages of research process in a dynamic way. The literature review helped in finding out how far the area had been researched with the intent of giving wide knowledge and information under varied circumstances. This review related to the conceptual framework and acknowledged the contribution of other scholars towards the area that was researched.

2.1.2 Theoretical Review

Discipline is training that corrects moulds or perfects the mental facilities on moral character or control gained by enforcing obedience or order. Brogan, (2009). He further noted that discipline is the ladder that gets you from where you are to where you want to go. It is a routine, not a single goal. Discipline is the power that fuels the systems that lead you to larger goals. Smith,(2006).

Brent T. (2010) asserted that there are two theories of implementing discipline in the work place namely progressive discipline and punitive discipline theories. He further noted that disciplinary measures are often aimed at preventing people from committing an offense, rehabilitating previous offenders, restoration of order in the work place and above all to teach people on the social norms by denouncing detrimental activities.

Progressive Discipline Theory

This theory was advanced by Brent T. Johnson, (2010) through his research on implementation of disciplinary policies in the UK firms. The term progressive discipline signifies an approach to modify undesirable employee behavior through the use of a range of disciplinary consequences that are applied depending upon the nature and history of the particular employees' misconduct. These disciplinary actions often include verbal warnings, formal probationary notices, suspensions without pay and demotions. Brent T. (2010). He further stated that most undesirable behavior does not result in immediate discharge, but

rather in imposition of some lesser sanctions. If the behavior is repeated, progressively more severe disciplinary action is taken, ultimately leading to termination.

Although progressive discipline as a practical matter is nearly universal, the manner in which employers communicate and apply progressive discipline varies greatly at one end of the spectrum lies a very formal, written policy, in which exact sequences of progressive disciplinary action are mandatory for specific offenses or categories of offences. Bragon, (2009).

Employers who practice progressive discipline but choose not to publish or communicate that practice may do so out of fear of legal claims assertion based on the policy. Yet the absence of any "formal" or "published" policy does not eliminate employer's exposure. Employers generally follow at least informal procedural guidelines in disciplining and terminating employees, which can in turn subject them to lawsuits for breach of implied contract, promissory estoppel and other claims. If carefully drafted, reviewed and implemented, progressive discipline policies can minimize employer's liability and improve employee performance. Employees who utilize progressive discipline may successfully correct a problem and enjoy many years of productivity from the employee. Brent T. (2010).

Punitive Theory of Discipline

Punitive discipline is alternatively known as "zero tolerance" and this is a situation where any and every employee infraction results in immediate discharge or hidden dissatisfaction. A discharge takes place when management decides that there is a poor fit between an employee and the organization. The discharge is a result of either poor performance or the employees' failure to change some unacceptable behavior that management has tried repeatedly to correct. Armstrong,(2009).

Brent T. (2010) emphasized that all employers practice progressive discipline whether they know it or not and whether they have a formal progressive discipline or not. The only alternative is the punitive approach whereby employees are arbitrary discharged without warnings. He further noted that overall workplace morale and productivity will undoubtedly suffer if employees perceive that an employer unfairly terminates employees without offering an opportunity to correct the problem.

2.2 Previous Studies

Gomez L.*et.al*, (2008) noted that Managers have traditionally recognized the need to control and change employees behavior when it does not meet their expectations. He further noted that employee discipline is a tool that managers rely on to communicate to employees that they need to change a behavior. For example, some employees are habituary late to work, ignore safety procedures, neglect the details required for their job, act rude to customers, or engage in unprofessional conduct with co-workers. Employee discipline entails communicating the un acceptability of such behavior along with a warning that specific actions will follow if the employee does not change the behavior, Armstrong, (2009).

Employee discipline is usually performed by supervisions, but in self-managed work teams, employee discipline may be a team responsibility. The team handles employee discipline and makes recommendations to management, including counseling and even termination. Gomez. L. *et.al*, (2008).

Employee and employer rights may come into conflict over the issue of employee discipline. Sometimes employees' of an organization such as Postal Corporation of Kenya may feel that they are being disciplined unfairly. In such situations a company's HR staff may help sort out disputed rights. The HR contribution is particularly valuable because it can enable the employee and the supervisor to maintain an effective working relationship and thus improves their performance. Baron,(2007).

Gomes L. *et.al*, (2008) in trying to solve the myth of discipline in organizations came up with five steps as a guide to effective disciplinary sessions.

- i. Determine whether discipline is called for. Is the problem an isolated infraction or part of a pattern? Consult with HR experts and get some feedback before making a disciplinary decision.
- ii. Have clear goals for the discussion that you outline in your opening remarks. Be specific. Do not rely on indirect communication or beat around the bush. At the end of the discussion, the employee should have a clear idea of your expectations for improvement.

- iii. Ensure two-way communication. The most helpful disciplinary meeting is a discussion, not a lecture. The objective of the meeting, after all is to devise a workable solution, not to berate the employee.
- iv. Establish a follow-up plan. The agreement to a follow-up plan is crucial in both the progressive and positive disciplinary procedures. It is particularly important to establish the time frame in which the employees' behavior is to improve.
- v. End on a positive note. You may want to emphasize the employees' strategies or that he or she can leave the meeting believing that you and the company want the employee to succeed.

2.2.1 Progressive Discipline

This is the most commonly used form of discipline and consists of a series of management interventions that gives employees' opportunities to correct their behavior before being discharged.

Gomez L. *et.al* (2008) noted that progressive disciplinary procedures are warning steps, each of which works as a punishment that increases in severity the longer the undesirable behaviors persist. If the employee fails to respond positively to these progressive warnings, the employer is justified in discharging the individual. The procedure has four steps:-

Verbal warning

In this step an employee who commits a minor violation receives a verbal warning from the supervisor and is told that if this problem continues within a specific time or period, harsher punishment will follow. The supervisor provides clear expectations for improvement.

Written warnings

In this step the employee violates the same rule within the specified time period and now receives a written warning from the supervisor. This warning goes into the employees records. The employee is told that failure to correct the violation within a certain time period will result in more severe punishment.

Suspension

The employee still fails to respond to warnings and again violates the work rule. The employee is now suspended from employment without pay for a specific amount of time. The employee receives a final warning from the supervisor, indicating that discharge will follow upon violating the rule within a specified duration.

Discharge

In this step the employee violates the rule once more time within the specified time period and is discharged. Armstrong, M. (2009) noted that the manager needs to understand the patterns of behaviors that are observed to predict in what direction behaviors will move and to use this knowledge to control behaviors over the course of time. Effective management action requires that the manager be able to diagnose the system he or she is working in.

2.2.2 Positive Discipline

Armstrong (2003) emphasized that punishment does not motivate an employee to change a behavior. Rather it only teaches the person to fear or result to the allocation of punishment which is usually the work of the supervisor. This trend encouraged employees to deceive their supervisor rather than correct their actions.

To avoid this trend of deceiving the supervisors, some companies have replaced progressive discipline with positive discipline which encourages employees to monitor their behaviors and assume responsibility for their actions. Storey J. (2000) noted that positive discipline is similar to progressive discipline in that it too uses a series of steps that increases in urgency and severity until the last step; which is discharge. However, positive discipline replaces the punishment used in progressive discipline with counseling sessions between an employee and supervisor.

These sessions focus on getting the employee to learn from past mistakes and initiate a plan to make a positive change in behavior. Rather than depending on threats and punishment, the supervisors use counseling skills to motivate the employee to change. Rather than placing blame on the employee, the supervisors emphasize on collaborative problem solving. Positive discipline alters the supervisor's role from adversary to counselor. Baron,(2009).

To ensure that supervisors are adequately prepared to counsel employees, companies that apply positive discipline must see that they receive appropriate training either from the company's own HR department or from outside professionals. This was evident in the developed economies.

A four-step positive disciplinary procedure starts with a first counseling session between employee and supervisor which ends with a verbal solution that is acceptable to both parties. If this solution does not work, the supervisor and employee meet again to discuss why it failed and to develop a new plan and timetable to solve the problem. At this stage, the newly agreed upon- solution to the problem is written down.

If there is still no improvement in performance, the third step is a final warning that the employee is at risk of being discharged. This third step gives the employee some time to evaluate his or her situation and come up with a new solution. In doing so the employee is encouraged to examine why earlier attempts to improve performance did not work. Some companies even give the employee a decision-making day off' with pay to develop a plan for improved performance.

Gomez L. *et.al*, (2008) noted that managers often resist these aspects of positive discipline because they feel that it rewards employees for poor performance. Some suspect that employees intentionally misbehave to get a free day off.

Failure to improve performance after the final warning results in discharge as the fourth step of the positive disciplinary procedure. Incidents of gross misconduct (such as theft) are treated no differently under a positive procedure than under a progressive discipline procedure. In both procedures, theft will most likely result in immediate discharge.

In spite of the cost effects of training managers and supervisors in appropriate counseling skills and approaches and above all the time spent outside normal duties in training for the same, it has positive effects. For example, employees prefer it because they like being treated with respect by their supervisors, while supervisors prefer it because it does not demand that they assume the role of disciplinarian thereby improving working relationship and the company's bottom-line.

2.2.3 The Just Cause Standard of Discipline

Gomez L. *et.al*, (2008) noted that wrongful discharges, that involve statutory rights or exceptions to employment Act will require the employer to prove that an employee was discharged for just cause.

These are guidelines enlisted by arbitrators in discipline cases so that they are applied to the facts of each case and they are commonly known as the seven tests of just cause. Failure to answer yes to one or more of these questions suggests that the discipline may have been arbitrary or unwarranted. They are:-

Notification

Was the employee forewarned of the disciplinary consequences of his or her conduct? Unless the misconduct is very obvious (for example, theft or assault), the employer should make the employee aware, either verbally or in writing, that he or she has violated a rule.

Reasonable rule

Was the rule the employee violated reasonably related to safe and efficient operations? The rule should not jeopardize an employees' safety or integrity in any way.

Fair Investigation

Was the investigation fair and impartial? Fair investigations allow the employee to defend him or herself. An employee who is being interviewed as part of a disciplinary investigation has a right to have another employee present to be his or her advocate, or have someone to consult with or simply to be a witness.

Investigation before the Discipline

Did managers conduct an investigation into the misconduct before administering discipline? If immediate action is required, the employee may be suspended pending the out-come of the investigation. If the investigation reveals no misconduct, all of the employees, rights should be restored.

Proof of Guilt

Did the investigation provide substantial evidence or proof of guilt? Management may need a 'pre-ponderance of evidence' to prove serious charges of gross misconduct, and a less stringent (but still substantial) amount of evidence to prove minor violations.

Absence of Discrimination

Were the rules, orders and penalties of the disciplinary action applied even handedly and without discrimination? It is not acceptable for managers to go from lax enforcement of a rule to sudden vigorous enforcement of that rule without notifying employees that they intend to do so.

Reasonable penalty

Was the disciplinary penalty reasonably related to the seriousness of the rule violation? The employer should consider related facts, such as the employees work record, when determining the severity of punishment. There might be a range of penalties for a given rule infraction that depend on the length and quality of the employees' service record.

Because the just cause standard is fairly stringent and can prove unwieldy in case of minor offences that require immediate supervisory attention, non-union employees who believe that their employees work under employment Act may choose a less demanding disciplinary standard. Baron, (2007).

2.2.4 Interpersonal Disciplinary Procedure

Interpersonal disciplinary procedures are a critical tool for management to succeed. Many people associate disciplinary procedures with negative feedback. If implemented properly, these procedures will positively affect the relationship between a manager and their employees in an organization such as Postal Corporation of Kenya.

Brogan C. (2009) noted that employees' embrace accountability and it actually improves employee job satisfaction, correcting employee performance issues is a procedure. Effective interpersonal communication, written communication and management skills must be utilized to assist employees. He further noted that poorly implemented procedures may negatively

impact workplace performance. He recommended that the following issues must be present for employees before any disciplinary action.

Clear Expectation

Clear expectations must be established before disciplinary procedures can be implemented. Employees need to know exactly what is expected of them. Employees should have detailed job description outlining expectations and above all develop key performance indicators to measure their performance in all aspects relating to their work. Only once a business has established expectations will managers be effective in correcting employee issues.

Process

Good employees will not perceive corrective procedures negatively if there is a clear process. Managers must implement a process that addresses issues before they create problems. Disciplinary procedures should begin with coaching and end up in termination. Bragon, (2009). Employees must have a process to have the opportunity to correct issues positively. Only once an employee acknowledges the supervisors needs and chooses not to fulfill them should the feedback become negative.

Consistency

Managers must be committed to put forth the time and effort required to properly implement the procedures. Employees' issues must be addressed consistently to be successful. If managers do not consistently address employee issues, employees will not consistently acknowledge the manager's needs. The relationship is mutually beneficial, and consistency builds trust. If employees believe they will be addressed anytime there is an issue, they will seek out feedback before issues result, creating efficiency. Addressing employees' issues consistently allows them to perform their job functions stress free since they understand the process. It is important to note that processes must be consistent.

Follow up/feedback

Disciplinary procedures must provide employees feedback on their progress when asked to correct issues. When managers ask an employee to correct behavior, the employee requires feedback from the manager to confirm that issues have been resolved. Managers are also

employees who need feedback to measure performance just as other employees' do. Bragon C. (2009).

Follow up meetings, performance appraisals or coaching sessions should be performed consistently by managers to be effective. Not providing employee feedback creates the perception that it may not be important to the manager.

It is important to note that disciplinary procedures are one of the many critical tools a manager needs to be successful. Large companies such as Postal Corporation of Kenya may have procedures in place, but training their managers to utilize them effectively is often overlooked.

2.2.5 The Right to Appeal Discipline

Sometimes employees believe that they have been disciplined unfairly, either because their supervisors have abused their powers or because their supervisors are biased in dealing with individuals whom they like or dislike.

Armstrong, (2009) noted that for a disciplinary system to be effective, employees' must have access to an appeals procedure in which others that are perceived to be free from bias can examine the facts.

Good employee relations require establishing appeals procedures that employees can use to voice their disagreement with the managers actions. When challenging disciplinary actions, the most useful appeals procedures are the open-door policy and the use of employee relationship representatives. These methods are flexible and attractive in reaching quick solutions. *Gomez L.et.al, (2007).*

2.3 Approaches to Discipline

Disciplinary action is taken by management against an individual or group who fail to follow the established rules and procedures within the organization. In management terms, discipline is aimed at controlling undesired behavior. It includes corrective measures necessary to enforce rules since the goals of employees and management are not always the same.

Discipline is also the force that promotes individuals or groups to achieve their objectives. In any organization disciplined labour force is required in order to achieve their objectives. Huczynski A and Buchanan D.(2007).

According to Donkin R., (2005) there are two approaches to discipline as follows:

2.3.1 Constructive/Positive Approach

These approach fosters co-operation and high level of morale among employees in the sense that written rules and procedures are obeyed willingly. This is achieved through instruction which should be explained in such a way that they are understood and if doubted are re-explained again.

The constructive approach provides that all employees be treated fairly without personal preference or prejudice. A careful study of each individual should be made in attempting to harmonize the effects of all employees. Bullying, shouting or becoming impatient when matters are not proceeding according to expectations should not be encouraged. However, matters related to security and safety should not be compromised.

Employees should be encouraged to ask questions and also should be counseled when they have problems or when they make mistakes and that managers should lead from the front in observing rules.

Management should make effort to study the personalities in groups to avoid putting together people who are not likely to co-operate. If punishment is necessary it should be clear, consistent, fair, objective, impersonal and immediate. Storey, (2000).

2.3.2 Negative/Punitive Discipline Approach

Negative discipline approach refers to control by force, threats and even end up in dismissal of an employee. It is traditionally referred to as autocratic exploitation. It is a failure in itself because although workers may comply with rules, they often produce minimum output and show dissatisfaction in many ways. There are alternative approaches to punitive discipline like attacking their personal character/ traits and criticizing the workers in presence of their colleagues by pointing out their short comings. Armstrong, (2009).

2.4 Critical Review

Discipline is setting up the perfect environment to achieve the goals one has. The biggest enemy of employees in terms of discipline is using their early success to justify slip-ups and slacking.

Basic standards of discipline should apply to all rule violations, whether major or minor. All disciplinary actions should include the following procedures at minimum.

Gomez L. *et-al*, (2009) noted that employees should be aware of the company's rules and standards and the consequences of violating them. Every employee and their supervisors should understand the company's disciplinary policies and procedures fully. Employees who violate a rule or do not meet performance criteria should be given the opportunity to correct behavior.

Baron, (2007) also noted that managers should gather a convincing amount of evidence to justify the discipline. This evidence should be carefully documented so that it is difficult to dispute.

Gomez L. *et-al*, (2009) asserted that it is important for employees to believe that discipline is administered consistently, predictably and without discrimination or favoritism. If they perceive otherwise, they will be more likely to challenge discipline decisions.

Bragon C. (2010) affirmed that discipline is like a hot-stove rule. This model provides a way on how disciplinary action should be administered. The rule suggests that the disciplinary process is similar to touching a hot stove. Touching a hot stove results in an immediate consequence, this is a burn.

Discipline should also be an immediate consequence that follows a rule infraction. The hot stove also provides a warning that one will get burned if one touches it.

Management of many organizations should also engage the theory of quality of work life (QWL) in addressing disciplinary cases. This is a form of employee participation which promote co-operation between the management and the Union by developing mechanism that allow the employee to share fully or participate fully in decision making so as to create ownership on the part of employees.

Quality of work life as a form of employee participation creates commitment and job security on the employee. This implies when the level of commitment and job security is high then this has a positive effect on performance.

Smith R. (2006) noted that the following of rules should be accompanied by feelings of morale on the part of employees'. However rules will be ineffective if they are followed because of fear of punishment or due to the presence of supervisors.

Nzuve (1977) stressed that discipline can be obtained by punishment but it should be noted that rewards or punishment may not influence the development of perception in an organizational environment to which staff respond. If they find it unfavorable, it may result in low morale or even protests.

Punitive punishment may also be a failure in itself due to the fact that although workers may ultimately comply with rules, they may produce minimum output and show dissatisfaction in other ways. It is important to note that rules that employees participate in creating for themselves are more motivating than those simply assigned by managers. *Gomez L. (2004)*.

Above all employees who receive frequent feedback on their progress toward reaching goals sustain higher levels of motivation and performance than employees who receive sporadic or no feedback at all. In this case therefore, information is a source of power in any organization. In traditional top-down hierarchies, top managers zealously guard information as their special preference. But information age has forced many businesses to forge a new set of rules. Today organizations depend more and more on knowledge workers to offer those services.

Information dissemination involves making information available to decision makers wherever they are located. Employees who have access to abundant information are more likely to feel empowered and better able to participate in decision making.

Baron, (2002) noted that a particular degree of effort will be followed by a particular level of performance. He came up with the following factors which influence an employee's expectancy perception which are; Self-esteem, Persons success at task, Self-efficiency, Help

received from supervisors and colleagues, Information necessary to complete tasks and above all good materials and equipment's to work with.

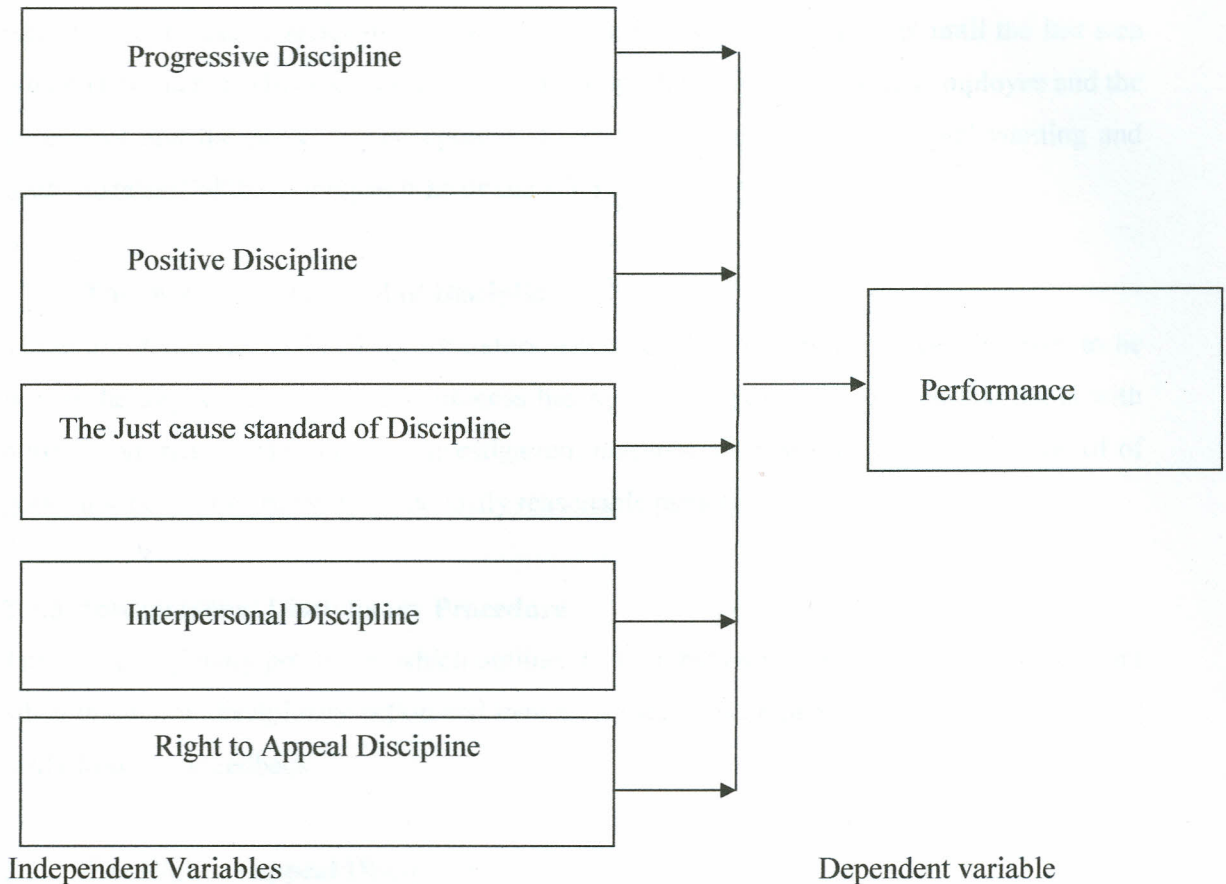
Storey J. (2000) noted that morale is essentially subjective and intangible phenomenon, therefore evaluation of the level of morale is realistically possible through such indicators as attitudes, feelings, emotions or behaviors. Patterns of employee behavior may differ in certain type of organizational climate prevailing at a particular time. The methods used in measuring or evaluating employees' performance include; observation of attitude, morale surveys, company records and counseling.

Storey J. (2000) further stated that attitude represents a liking or disliking with an overtone. Since individuals develop attitude from the way they use things, the best way to bring about the necessary change in an individual is to let him change himself by expressing it to other understanding listeners. When an individual finds that others in his group have different attitude, he is likely to change his attitude to the popular ride and may thus be compelled to behave in an appropriate manner. He suggested that developing constructive thinking in individuals through the best possible use of one's strong points, correction of one's weakness, helping to adapt to situation, acquire meaningful philosophy of life and helping an individual to set his own goals that are attainable is quite fundamental in the place of work such PCK.

Salemi, (1999) asserted that high performance exist when employees attitudes are formidable towards their jobs, company and their fellow workers favorable to the total situation of the group and to the attainment of its objective. Low performance exists when attitudes hinder the willingness and ability to attain company objectives.

2.5 Conceptual Framework

Figure 2.1: A Conceptual Framework



Source: (Author 2011)

2.5.1 Explanation of the variables in the conceptual framework

The conceptual framework explains how the independent variables affect the dependent variable which in the long run has an effect in meeting the organization objectives.

2.5.2 Progressive Discipline

This is a form of disciplinary procedure which consists of a series of management interactions that gives employees opportunities to correct their behavior. It incorporates four steps namely: verbal warning, written warning, suspension and lastly discharge.

2.5.3 Positive Discipline

This disciplinary procedure at times is used interchangeably with progressive discipline. However, this procedure encourages employees to monitor their behavior and assume responsibility for their actions.

This procedure uses a series of steps that increase in urgency and severity until the last step which is discharge. This procedure starts with counseling sessions between employee and the supervisor and the procedure is repeated if there is no progress, then formal warning and lastly dismissal of the employee if he or she is unable to reform accordingly.

2.5.4 The just cause standard of Discipline

These are guidelines enlisted by arbitrators when handling disciplinary cases in order to be fair to the aggrieved person. This process has seven factors to be observed and starts with notification, reasonable rule, fair investigation, investigations before the discipline, proof of guilt, absence of discrimination and lastly reasonable penalty.

2.5.5 Interpersonal Disciplinary Procedure

This is a disciplinary procedure which outlines factors that employers' must take into account when instituting disciplinary action and they are:- clear expectation, process, consistency and lastly follow up/feedback.

2.5.6 The Right to appeal Discipline

This is a type of disciplinary procedure whereby employees who feel that they have been treated unfairly are given an opportunity to appeal.

Lastly, it is paramount to note that these independent variables namely:- progressive discipline, positive discipline, the just cause standard of discipline, interpersonal disciplinary procedure and finally the right to appeal discipline have an impact on the dependent variable which is performance.

Employee performance usually manifests itself through the level of commitment, level of responsibility, level of job satisfaction, security and above all the level of motivation.

2.5.7 Positive effects of Disciplinary Procedures

Discipline is meant to alert an employee of his or her low performance which will result in the change of behavior. It fosters co-operation and high level of morale among employees so that they can willingly obey written rules and procedures. It will also send signals regarding expected level of performance, standards of behavior and ways of improving customer's satisfaction.

2.5.8 Negative effects of Disciplinary Procedures

Besides the positive consequences of disciplinary procedures on employees' performance, the negative consequences may arise due to lack of proper disciplinary actions Practiced in various organizations. In this case bad disciplinary procedures are a hindrance to improved employee performance.

2.5.9 Dismissal

An employee can be liable for dismissal due to disobedience of orders from seniors, negligence of duty, dishonest in service, gross misconduct and breaching organizational secrets among others as per the labour laws of Kenya. It does not necessary entail the use of the standard procedures if the offence is severe for example theft by servant.

2.6. Research Gaps

Most of the researches on the effects of disciplinary procedures on employees' performance have been done in the developed world. This study sought to fill the existing research gap by conducting a study to determine the effects of disciplinary procedures on employees' Performance in the Postal Corporation of Kenya; the study sought to answer the following research questions: How do Progressive disciplinary procedures affect staff performance at Postal Corporation of Kenya? To what extent does Positive disciplinary procedure affect performance at Postal Corporation of Kenya? To what extent does the Just Cause Standard of disciplinary procedures have on business at Postal Corporation of Kenya? To what extent is the right to appeal discipline applied at Postal Corporation of Kenya? And lastly, how does the Inter-personal disciplinary procedure affect work at Postal Corporation of Kenya?

2.7 Summary

Discipline plays a major role in our lives both in the workplace and the outside environment. Acquisition of discipline at young age and nurturing it through learning is of crucial importance because it is transferred to the place of work when one matures. Discipline is found to be the main contributor to excellence in job performance. The study of discipline is of fundamental importance to the understanding of what makes and sustains society. Deviance is usually common during times of rapid social changes like hard economic conditions which bring about downsizing/retrenchment. Rules therefore enable organization to achieve their objectives. Deviance, which is indiscipline, leads to disciplinary action.

CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The chapter presents the research design and methodology that was used to carry out the research. It presents the research design, the population, sample size and sampling procedure and analysis.

3.2 Research Design

Research design refers to the way the study is designed, that is the methods used to carry out a research. Mugenda, (2003). This study used descriptive research approach to determine the effects of disciplinary procedures on employees' performance in Postal Corporation of Kenya. Descriptive approach was best since it helped the researcher to generalize the findings from a larger population and was concerned with answering the questions who, what, which, when or how much. Cooper and Schindler,(2001).

3.3 Target Population

A population is the total collection of elements about which the researcher wishes to make some inferences. Cooper and Schindler, (2003).They further stated that the basic idea of sampling was that by selecting elements of a population, conclusions were drawn about the entire population because a researcher cannot use the entire population because of cost considerations among other factors. Sekaran, (2000) concurred with this view by stating that, studying the sample and understanding its characteristics, it was possible to generalize the properties or characteristics to the population elements and that it was less costly, time saving, accurate, more scientific, administratively convenient and was the most reliable method of getting detailed information. The target population was 215 employees at Postal Corporation headquarters comprising of 38 Subordinate staff, 147 Clerks and 24 Middle level Managers and 6 Top managers covering different departments which formed the stratum.

Figure 3.1: Target Population

Departments	Target population
Finance	38
HR & Development	28
Legal	18
Information Technology	34
Mail/Courier Services	97
Total	215

Source: HR Records: (2011)

3.4 Sampling Design

The study picked 44 employees as a representative sample. This was achieved through a census and therefore the researcher used simple random sampling methods for convenience and proper representation so as to reduce the margin of error. This was due to the fact that one cannot use the entire population. It was attractive to use a small population. Since questionnaires are the same when the researcher samples a small population he/she will achieve a desirable level of precision. Sudman, (2004).He further suggested that a sample of 20 to 50 elements was most appropriate. This idea was supported by Kish, (2001).

3.4.1 Sampling Technique

Stratified and random sampling techniques were used. This techniques were time saving. The targeted population was sorted according to the departments they belong while taking into consideration gender and frequency. The required number was randomly selected from each stratum to ensure there was no biasness in representing the population.

3.4.2 Sampling Size

The sampling size was determined on a 20% sampling fraction from the targeted population of 215 employees consisting of 7 Subordinate Staff, 30 Clerks, 6 Middle level Managers and 1 General Manager. The researcher believed that it could provide the data required. This emanates from the fact that sample selection is influenced by a number of factors such as the purpose of the study, population size, time available, budget and the allowable sampling error. Sudman, (2004).

Figure 3.2: Population Distribution

Departments	Target Population	Percentage	Sample Size
Finance	38	20%	8
HR & Dev't	28	20%	6
Legal	18	20%	4
Information Technology	34	20%	7
Mail/Courier Services	97	20%	19
Total	215	100%	44

Source: HR Records: (2011)

3.5 Data Collection Methods and Procedures

The researcher used questionnaires to obtain important information about the targeted population. The questionnaires contained both closed and open ended questions. Closed ended questions were used because they were easier to administer and analyze since they were accompanied by a list of possible alternatives from which the respondents were required to select the answer that best described their situation. The main advantage of closed ended questions was that they were easier to analyze since they were in an immediate usable form.

On the other hand open ended questions were used because they permitted a greater depth of response and expression from the respondents. Both primary and secondary data were used to accomplish the aims of the study.

3.6 Data Analysis and Presentation

Both quantitative and qualitative data were collected and analyzed to reflect the respondents' views. Data was checked for accuracy and completeness and that descriptive statistics was used to summarize data and describe the responses from the sample. In this case the frequency, measures of central tendencies such as mean, mode and measures of dispersion such as standard deviation or variances were used in order to give more accurate findings about the population.

Data collected was examined and presented by use of tables, bar graph, frequency, pie charts, and percentages and above all by use of the likert scale to measure/capture the views from the respondents. The responses were also analyzed using the statistical package for social sciences (SPSS) computer program. The researcher believed that these methods were to be of

great use in accomplishing the research through presenting/analyzing data received with precision and accuracy.

CHAPTER FOUR

4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

In this chapter the data collected through the research questionnaire were examined and analyzed. The findings were collected from 39 respondents out of the 44 targeted and this formed 89% of the sample size. The research was based on the effects of disciplinary procedures on employees' performance in Postal Corporation of Kenya and that the scope of the study was centered at the Postal Corporation headquarters in Nairobi since that was where most of the disciplinary cases were referred to. The study targeted all cadres of staff in various departments' right from the top Management to the lowest cadres of staff.

The researcher used the responses collected through questionnaires to collate their views and present accurate conclusions about the study. Data collected was examined and analyzed using the statistical package for social sciences (SPSS) computer program and then presented the findings both quantitatively and qualitatively by use of tables, bar graphs, pie charts, percentages and the likert scale with precision and accuracy.

4.2 Quantitative Analysis

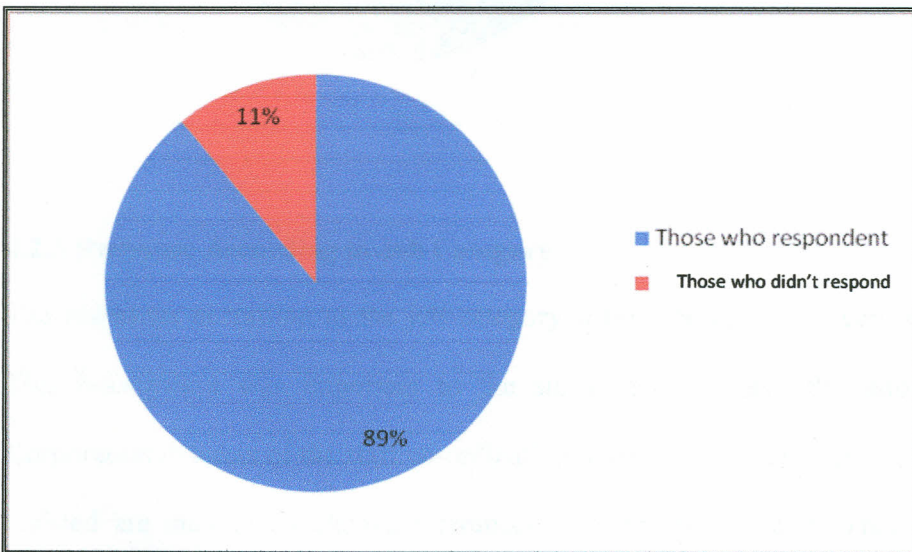
The researcher managed to get fully filled questionnaires from 39 respondents out of the 44 targeted respondents. This represented 89% of the sample size. The same information can be presented through the Table and Pie chart below.

Table 4.2.1 Number of Respondents

Department	Sample Size	Responses frequency	Percentage
Finance	8	7	16%
HR & Dev't	6	5	11%
Legal	4	4	9%
Information Technology	7	6	14%
Mail/Courier Services	19	17	39%
TOTAL	44	39	89%

Sources: Research data (2012)

Figure 4.2.1 Number of Respondents

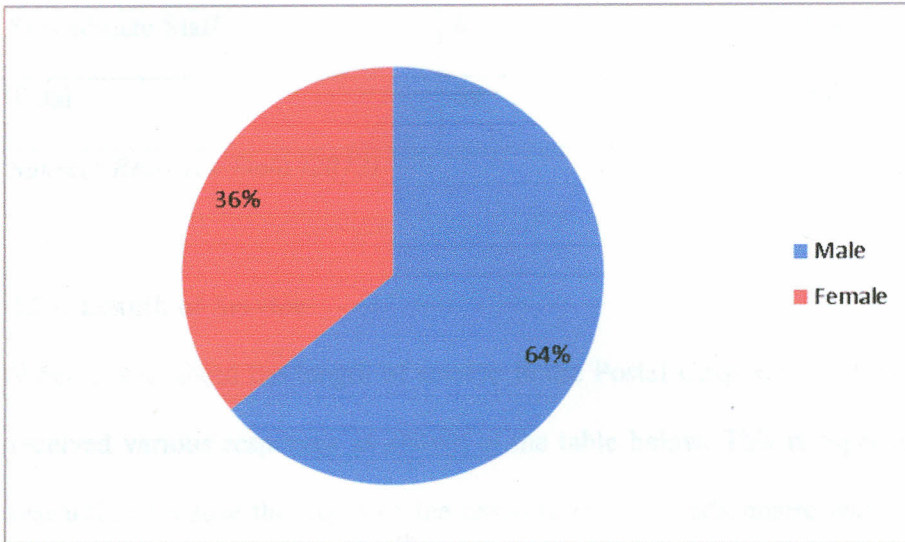


From the above information, it is evident that most respondents positively responded to the questionnaire of the research study.

4.2.2 Personnel Information

Out of the 39 respondents, there were twenty five (25) male and the other fourteen (14) were female as represented in the figure 4.2.2 below. This shows that gender distribution was good as the response was not enticed to one gender only.

Figure 4.2.2 Respondents by Gender



4.2.3 Response According to Job Category

The responses according to the job category within the company were as tabulated below. This information was important to the study since it gave the information about the Corporation in terms of the staff co-ordination in their duties. The different categories greatly assisted are making conclusive inferences from the respondents. This is because various categories of staff will have divergent views about the disciplinary procedures in the Corporation.

Table 4.2.3 Responses by Job category

Job Category	Response	Percentage of Response
General Manager	1	3%
Middle level Manager	4	10%
Clerks	28	72%
Subordinate Staff	6	15%
Total	39	100%

Source: Research Data (2012)

4.2.4 Length of Service

When asked about the length of service in the Postal Corporation of Kenya. The researcher received various responses as shown in the table below. This is especially important to the researcher because the depth of the answers in the questionnaire was greatly influenced by the number of years one has put into the service of the Postal Corporation of Kenya.

Table 4.2.4 Length of Service

Length of Service	Frequency	Percentage
Below 5 years	5	13%
6-10 years	11	28%
11-15 years	5	13%
Over 16 years	18	46%
Total	39	100%

Source: Research Data (2012)

From the above table it is imperative to note that majority of the respondents (23) Representing 59% of respondents have served the Postal Corporation for over 11 years and

therefore had an in-depth understanding of the affairs of the Postal Corporation of Kenya thereby giving their views with precision and accuracy.

4.3 Qualitative Analysis

4.3.1 Views on the Standard of Disciplinary Procedures

The research was necessitated by the previous performance of the Postal Corporation of Kenya and the Government's report that state Corporations were not performing. In the past people had associated the organizations failure with various factors such as poor services from staff, lack of capital, poor remuneration and competition among others. However, the researcher assumed that poor performance in the organization was largely caused by indiscipline among the employees which resulted in their lack of motivation and commitment.

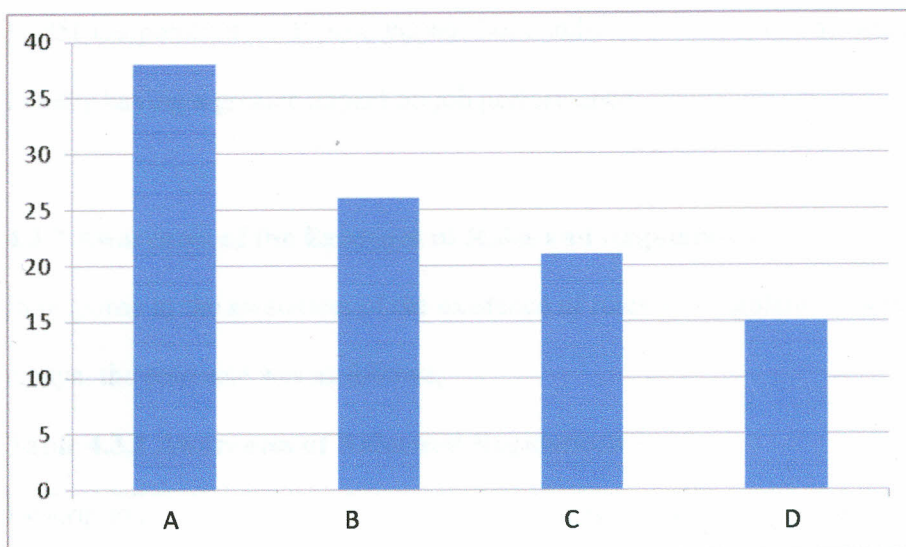
Indiscipline among staff was therefore associated with negative perception of the discipline concept and lack of effective communication in the organization. The respondent's views on the standards of disciplinary procedures were captured in the table and figures below.

Table 4.3.1 Views on Standards of Disciplinary Procedures

View on Standard of Disciplinary Procedures		Respondents Opinion	
	Description	Frequency	Percentage
A	Excellent	15	38%
B	Good	10	26%
C	Fair	8	26%
D	Poor	6	15%
	Total	39	100%

Source: Research Data (2012)

Figure 4.3.1 Staff views on the Standards of Disciplinary Procedures



Standards of Disciplinary Procedures

Source: Research data 2012

From the above it can be noted that Group A confirmed that the standards of disciplinary procedures in Postal Corporation was rated at 38% and gave varied reasons to support their rating which included among others ; cases of indiscipline due to industrial unrest, cases of revenge among staff and lack of proper leadership. They generally approved the disciplinary procedures since they addressed genuine cases/offences.

Group B rated the standards of Discipline to be at 26% and gave slightly the same reason to those given by Group A.

Group C and D rated the standard of disciplinary procedure to be at 21% and 15% respectively and gave reasons such as staff being condemned before proven guilty and poor communication of rules and regulations by management as some of their reasons for the low rating.

From the above findings it should be noted that views on the standard of Discipline in the Postal Corporation of Kenya varied from individual and sections within the organization thereby having a greater impact on job performance.

4.3.2 Awareness of the Existence of Rules and Regulations

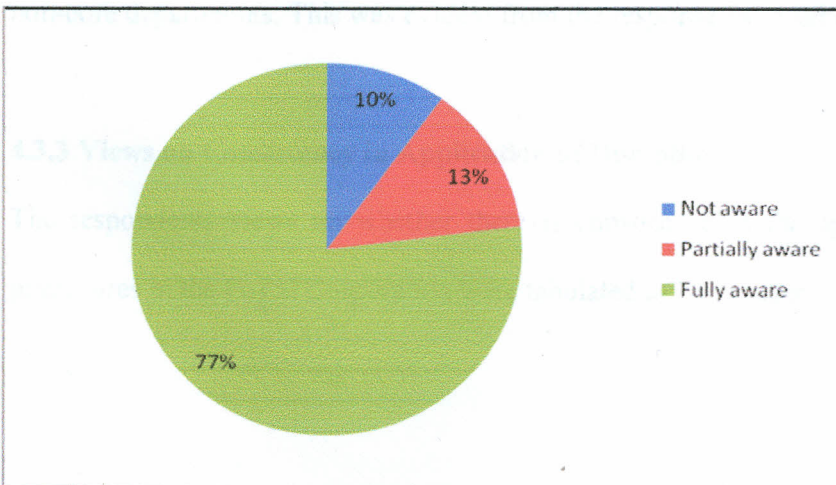
In response to the awareness of the existence of rules and regulations in Postal Corporation of Kenya, the response was as follows;

Table 4.3.2 Awareness of Rules and Regulations

Description		Respondents Opinion	
	Description	Frequency	Percentage
A	Not aware	4	10%
B	Partially aware	5	13%
C	Fully aware	30	77%
	Total	39	100%

Source: research data (2012)

Figure 4.3.2 Awareness of the Existence of Rules and Regulations



Source: Author (2012)

From the above it is important to note that 77% of the employees were fully aware of the existence of the laid down rules and regulations. They got to know them through access to the code of regulation (PCK- code of conduct) and also through their terms of employment.

The management induction to all employees and circulars to all staff regarding matters pertaining to discipline created more awareness on the existence of rules and regulations in the organization.

Thirteen percent (13%) of the respondents are partially aware of the existence of rules and regulations in the Postal Corporation of Kenya. This group is mostly composed of the newly employed and the subordinate staff. They indicated that they only hear from others such as supervisors about the code of regulations and in most cases when they fall casualties of the disciplinary cases.

Ten percent (10%) of the respondents are totally not aware of the existence of rules and regulations in the organization. This was attributed to negligence, lack of proper formal education and the remoteness of their previous stations of duty which limited their level of interaction with other staff members and above all due to the fact that they are working in non-core departments. This was evident from the response from subordinate staff.

4.3.3 Views on Consistency in Application of Discipline

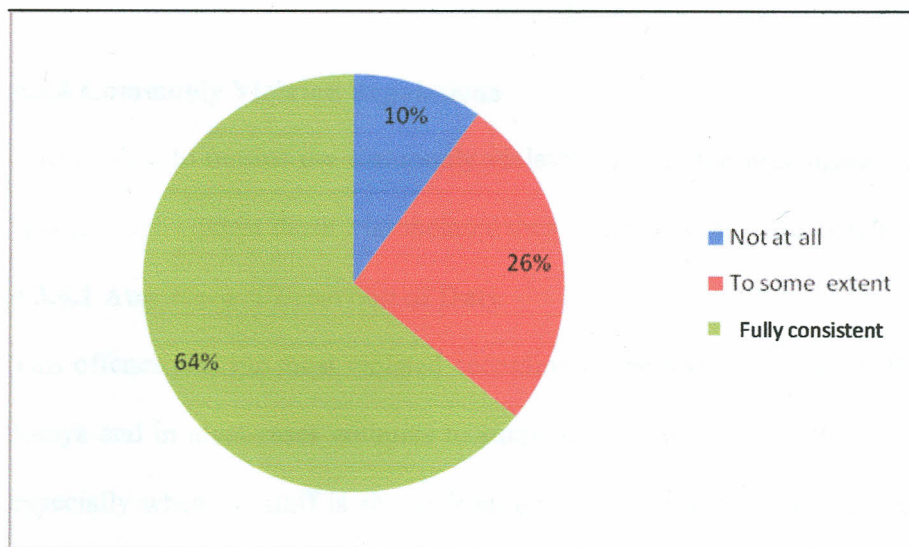
The respondents views on whether there is consistence in the application of disciplinary procedures in the Postal Corporation were tabulated as here under;

Table 4.3.3 Views on Consistency in Application of Discipline

Description		Respondents Opinion	
		Frequency	Percentage
A	Not at all	4	10%
B	To some extent	10	26%
C	Fully consistent	25	64%
D	Total	39	100%

Source: Research data (2012)

Figure 4.3.3 Views on Consistency in Application of Discipline



Source: Author (2012)

From the above views on respondents it can be seen that sixty four percent (64%) concurred that there is consistency in the application of disciplinary procedures and they gave some reasons such as cases are fully documented and handled speedily as per either the CBA for union sable members or using the PCK –code of regulations as a reference book in determining the punishment which suits certain offences.

Twenty six percent (26%) of the respondents opined that the consistency of handling disciplinary cases is only limited to some extent and cited reasons such as nepotism, tribalism, blood brotherhood, favoritism and staff personal differences as some of the factors that limit the extent of the consistency in the application of discipline.

On the other hand ten percent (10%) of the respondents gave similar reasons as B above and noted that there is no consistence in the application of discipline in the organization. It is only in paper but not in practice. Cases take longer than necessary. They attributed it to victimization aimed at settling scores and this has greatly impacted on the level of performance of staff.

4.3.4 Commonly Violated Regulations

When asked to outline the commonly violated rules in the organization and the disciplinary actions taken against those who violated them the responses were as follows:

4.3.4.1 Absenteeism/Desertion of Duty

This offence was the most violated according to the respondents from Postal Corporation of Kenya and in most cases amounts to summary dismissal as per the Postal Code of conduct especially when the staff is absent from duty without permission for over a period of seven days (7).

4.3.4.2 Negligence and Carelessness in Performance of Duty

This was also noted as one of the most violated regulation according to the respondents. It is the willful neglect to perform duties appropriately and thus a staff is surcharged for being careless and irresponsible and can lead to dismissal incase the employer incurred a loss in the process.

4.3.4.3 Use of Abusive Language

This was also listed as part of the grossly violated regulations and could lead to dismissal as per the Corporation Code of regulation. In this case, some staff use abusive language against their fellow colleagues, customers/general public and their supervisors.

4.3.4.4 Criminal Offences

The respondents also listed criminal offences as some of the violated regulations and lead to discharge from the services. The criminal offences listed included: Theft by servant, misappropriation of funds. Incurring debts outside the employer and dishonest through forgery or alteration of records and above all malicious damage of the Corporation properties.

4.3.4.5 Drunkenness/Intoxication

In some cases as per the respondents staff get drunk during working hours and this incapacitates them to perform their duties diligently. This leads to warnings and if the trend is persistent they are discharged from duty.

4.3.4.6 Engaging in Private Activities at the Expense of Official Duties

Some respondents also noted that a number of staff engage themselves in their private duties at the expense of official duties. Using the company tools/equipment at the expense of the organizations' time and resources. This offence attracts warning letters and if they persist leads to discharge.

4.3.4.7 Confidentiality

Some respondents also noted that confidentiality is occasionally breached although to a little extent. It is a general rule in the Postal Corporation that an employee must keep and treat the business affairs of the Corporation and the information there-in as confidential and that it should not be passed to unauthorized person or member of the general public. In case of breach of confidentiality it could lead to severe punishment or discharge in case it persists.

The respondents' views can be summarized through the table below.

Table 4.3.4 Views on Commonly and Grossly Violated Regulations

Offence	Frequency	Respondents Opinion in Percentage
Negligence	24	62%
Lateness	2	5%
Drunkenness	2	5%
Use of Abusive Language	3	8%
Absenteeism	2	5%
Criminal Activities	6	15%
Total	39	100%

Sources: Author (2012)

From the above table it can be deduced that negligence is the most grossly violated regulation at Postal Corporation of Kenya since it is rated at 62% from the respondents views; followed by criminal offences at 15% and use of abusive language at 8%. Drunkenness and absenteeism are the least violated offences at Postal Corporation of Kenya as per the respondents' views.

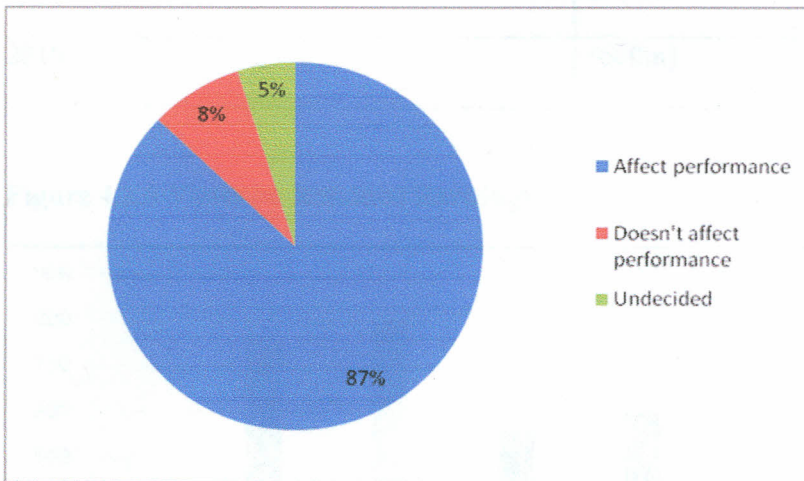
4.3.5 Views whether Disciplinary Procedures Affect Employees Performance at Postal Corporation

Table 4.3.5 whether Disciplinary Procedures Affect Performance

Description		Respondents Opinion	
		Frequency	Percentage
A	Affect Performance	34	87%
B	Doesn't affect Performance	3	8%
C	Undecided	2	5%
	Total	39	100%

Source: Author (2012)

Figure 4.3.5 Whether Disciplinary Procedures Affect Performance



Source: Author (2012)

From the above findings it was noted that the respondents overwhelmingly affirmed that disciplinary procedures at Postal Corporation have adversely affected staff performance and was rated at 87%. They gave various reasons such as although there are laid down procedures on disciplinary procedures they are not followed to the letter and spirit of the code of regulations. This has reduced the staff morale/commitment to the job thereby greatly affecting production to a greater extent.

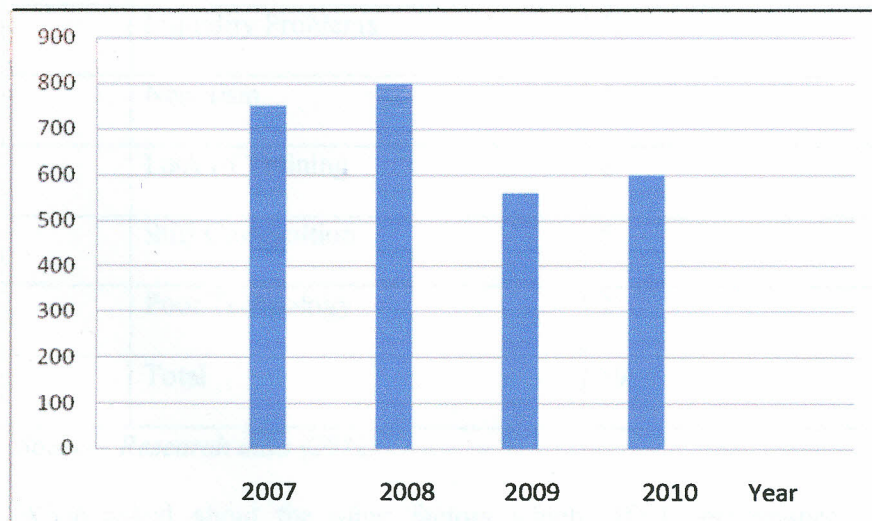
Eight (8%) of the respondents did not agree that disciplinary procedures affect employee performance and advanced reasons such as production process and disciplinary procedures operate independently and therefore do not affect each other while 5% of the respondents remained undecided since they did not comprehend the issue. Majority of this category were from the subordinate cadre.

4.3.6 Views on Retained Earnings

Table: 4.3.6 Views on Retained Earnings

Year	Profit (Kshs.)
2007	(750m)
2008	(800m)
2009	(560m)
2010	(600m)

Figure 4.3.6 Views on Retained Earnings



Source: Research data (2012)

From the above figure, it was noted that the Postal Corporation of Kenya has been making losses all along and therefore it has liquidity problems. These justify the statement of the problem that parastatals are not performing whereby the Postal Corporation of Kenya is part and parcel. For example in 2007 the Corporation made a loss of 750 million while in 2010 it made a loss of 600m. This shows the Corporation is struggling and that staff are not motivated to invent new ways of doing business. The response on profitability was received from the respondents finance department since that is their domain.

4.3.7 Views on other Factors which Affect Performance in Postal Corporation of Kenya

Table 4.3.7 Views on Other Factors Affecting Performance,

Description		Response from Respondents	
		Frequency	Percentage
	Lack of Proper Leadership	12	31%
	Liquidity Problems	15	38%
	Nepotism	3	8%
	Lack of Training	2	5%
	Stiff Competition	5	13%
	Poor Technology	2	5%
	Total	39	100%

Source: Research data (2012)

When asked about the other factors which affect performance apart from disciplinary procedures, the respondents outlined factors such as lack of proper leadership, lack of capital, nepotism, lack of training and development, stiff competition and lack of technology as some of the factors that affect performance.

From the responses lack of capital stood out as the major handicap at 38% and gave reasons such as lack of capital has hindered them from competing effectively in the market while 31% of the respondents noted that lack of proper leadership has affected their performance. They gave reasons such as the Government's appointment of the Postmaster General and Board of Directors who have no business knowledge/background to drive the Postal Corporations business forward.

Stiff competition was also noted by 13% of the respondents as a factor which is affecting performance at Postal Corporation of Kenya. They noted that there are new entrants in the business market who have overtaken Postal Corporation of Kenya while the latter are still relying on the old ways of doing business in a monopolistic market.

Nepotism, lack of training and poor technology were the least quoted as part and parcel of the factors which affect performance of Postal Corporation of Kenya.

4.3.8 Views on Aspects of Disciplinary Procedures and how they impact on Performance

Table 4.3.8 Do you agree with the following?

Activity/Issue	1	2	3	4	5	Std(σ)	Mode	Mean
Disciplinary Committee is always gender balanced	12	22	2	3	0	10.99	22	1.34
There are elements of Nepotism/Favoritism in disciplinary cases	3	26	0	6	4	8.22	26	1.33
Junior employees are always treated fairly	3	4	1	28	3	4.95	28	2.09
Male employees are often or the receiving end than female counterparts	20	14	2	2	1	4.28	20	1.55
Disciplinary cases are dealt with rapidly	4	6	1	18	10	6.140	18	1.633
Staff are often given an opportunity to appeal against disciplinary action	1	3	2	30	3	6.515	30	1.410
There is continuous review and control on employee performance within departments at PCK	3	4	4	25	3	8.49	25	1.65

Source: Research Data (2012)

Key;

1- Strongly Disagree

2- Disagree

3- Undecided

4- Agree

5- Strongly Agree

When asked whether the disciplinary committee is always gender balanced, majority of the respondents' numbering twenty two (22) representing a mean of (1.3) disagreed. They advanced reasons. Such as the disciplinary committee is often dominated by male employees and that only 1% of the entire committee are women.

When asked as to whether there are elements of nepotism in the determination of disciplinary cases. Twenty six (26) of the respondents disagreed since they argued that the committee ensures that the code of regulations are followed in determining these cases in order to ensure that there is fairness while (6) respondents concurred that there are some elements of nepotism, representing a standard deviation of (8.2) and a mean of (1.3).

On the issue of whether male employees are always on the receiving end than their female counterparts, majority of the respondents (20) strongly disagreed. They noted that although most victims of disciplinary cases are male, their conviction is genuine and there is no victimization at all. Only one (1) respondent strongly agreed that male staffs are always victimized.

Whether, disciplinary cases are dealt with rapidly, majority of the respondents (18) affirmed in agreement while a negligible (4) respondents strongly disagreed, representing a mean of (1.6) and a standard deviation of (6.1).

On whether staff are given an opportunity to appeal in case of a disciplinary case and whether there is continuous review of performance in various departments the majority of the respondents affirmed in agreement (30) and (25) respondents respectively while very few of the respondents strongly disagreed. Those who agreed advanced the reasons such as the code of regulations is often followed in disciplinary procedures and that everything is fully documented.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter contains summary of findings, conclusion of the study, recommendations arising from the study and suggestions for further research.

5.2 Summary of Research Findings

With an eighty nine percent (89%) response rate, the study achieved the responses that enabled the researcher to make conclusions that would be representative of the entire population.

From the study it was highly established that disciplinary cases in the Postal Corporation of Kenya were often referred to the headquarters for action and that it always began with the establishment of guilt or innocence at the department or Branch level.

The study also established that the gap between the subordinate Staff and Management is very wide and this was attributed to the academic and professional qualifications. This was the major cause of communication breakdown which on some occasions led to industrial unrest thereby hindering performance.

The study also found out that union sable staffs are not well represented or involved in making of rules and regulations or in decision making process even though they have a union which represents them. (COWUK). This has made the union sable staff to perceive that the existing rules and regulations in the organization are imposed on them by the management.

From the research findings it was established that majority of staff (77%) of the respondents were aware of the existence of rules and regulations at the Postal Corporation of Kenya and

that only a negligible percentage (10%) were not aware. the latter may be attributed to lack of induction/reminder sessions by the management or poor attitude by some members of staff due to lack of motivation. However it was important to note that majority of staff are fully conversant of the existence of rules and regulations and are bound to abide them.

Disciplinary Procedures and Absenteeism

The findings also established that majority of staff approved the disciplinary procedures of the Postal Corporation of Kenya at 64% while (15%) disapproved them. The approved rating was high because it was established that most of the disciplinary procedures address genuine cases such as theft by servant, intoxication and absenteeism without permission. These offences are generally addressed through the PCK code of regulation. However, those who disapproved the procedures advanced reasons such as victimization and settling of scores by some members of the Management. The study found out that disciplinary measures were uniformly applied to both male and female employees with limited cases of favoritism/nepotism. There is a staff union in the organization (COWUK) and this implies that union sable employees have a proper channel of presenting their grievances even though a significant percentage of the respondents confirmed that they do not have access to the code of regulations (PCK code). They only realized of them when they fall victim of a disciplinary procedure.

Consistency

The study also found out that to a large extent there is consistency in the application of discipline. From the respondents sixty four (64%) affirmed that there is consistency and gave reasons such as proper documentation and speedy handling of the cases as per the CBA and code of regulation. However Thirty six (36%) doubted the process and cited nepotism/favoritism and the fact that the Post Master general has veto powers over all the cases as some of the reasons why they disagreed with the process. To them the process is not

transparent since the disciplinary committee is not gender balanced and there were cases of distortion in the documentation of the offences done to facilitate settling of score/revenge.

From the findings, negligence was found out to be the most grossly violated offence at sixty two percent (62%) followed by criminal activity such as theft at 15% while offences such as lateness, intoxication and absenteeism are the least offences which are often addressed at Postal Corporation of Kenya which stood at 5% each.

On whether disciplinary procedures often affect performance at Postal Corporation of Kenya, Eighty seven percent (87%) of the respondents affirmed that it does affect performance while eight percent (8%) confirmed that it does not affect. Majority of the respondents confirmed that although there are laid down procedures of addressing disciplinary cases, they are not followed to the letter. For example, some respondents emphasized that there are no counseling sessions before disciplinary procedures take effect and that the just cause standard of discipline is normally overlooked. This implies that the standard disciplinary procedures namely positive discipline, progressive discipline, interpersonal discipline, just cause and the right to appeal procedure are not followed to the letter. Managers often refer even minor offences to the General Manager Human Resource for action. They can easily solve these offences since they are within their mandate. This implied that Managers are seen to be more of adversaries than workmates in the Postal Corporation of Kenya. This actually interferes with the employees' rate of performance.

On the other hand eight (8%) of the respondents disagreed that disciplinary procedures affect employees performance. Majority of these respondents were from the management cadre who argued that disciplinary procedures and work process are not related. They are independent of each other. This actually reflected lack of change of culture in terms of working relations

between the management and the union sable member of staff which most likely continues to widen their gap thereby obstructing effective employee performance.

On the findings as to whether other factors outside disciplinary procedures affect performance at Postal Corporation of Kenya. Majority of the respondents cited financial problems as a major handicap to employees' performance at the Postal Corporation of Kenya. The response rate was at thirty eight (38%). The respondents noted that lack of capital has really made the management not to award any salary increment .Since the year 2003; salaries have remained stagnant apart from the annual cost of living adjustment (COLA). This has really killed the morale of workers and that they are reluctant in devising new ways of doing business in the competitive business environment. Thirty one percent (31%) of the respondents cited lack of proper leadership as another handicap which has hampered improved performance at PCK. They gave reasons such as the Government's appointment of the Postal Master General and Board members who do not have any business backgrounds of knowledge to drive the Corporation forward in terms of growth. These appointments are more inclined to political consideration than business oriented skills. These have made the Corporations performances remain wanting. Other respondents listed nepotism, lack of training and development, stiff competition and lack of modern technology as some of the other factors which affect performance at the Postal Corporation of Kenya.

5.3 Answers to Research Questions

The following were answers to the research questions.

5.3.1 How does a progressive disciplinary procedure affect staff performance at Postal Corporation of Kenya?

Answer;

This is the commonly used disciplinary procedure at the Postal Corporation of Kenya and consists of a series of management interactions that gives employees opportunities to correct their behavior before being discharged. This procedure helps the affected staff to have an opportunity to correct their behavior since the supervisor provides clear expectations for improvement and if not harsher punishment will follow. This procedure when strictly followed will encourage offenders to change their habits or ways of doing things for the betterment of the Postal Corporation of Kenya. When not followed to the letter it creates anxiety and reduces the employees' degree of performance.

5.3.2 To what extent do positive disciplinary procedures affect performance at Postal Corporation?

Answer;

Positive disciplinary procedures replace the punishment used in progressive discipline with counseling sessions between an employee and the supervisor. They focus on employees learning from past mistakes and initiate a plan to make a positive change in behavior. Rather than depending on threats and punishment the supervisors use counseling skills to motivate the employee to change. Rather than blaming the employee, the supervisor emphasizes a collaborative problem solving. The process alters the supervisor's role from adversary to counselor. This procedure when haphazardly applied creates suspicion among employees and a breakdown of communication between supervisors and union sable members of staff and thus hinders efficient service delivery. However, when properly applied, it will greatly

improve communication and service delivery at the Postal Corporation of Kenya since the aggrieved party will feel appreciated.

5.3.3 To what extent does the just cause standard of discipline affect business at Postal Corporation of Kenya?

Answer;

This procedure of discipline is usually applied in the developed economies and especially in the western world. This requires the employer to prove that the employee was discharged for just cause as per the employment Act. It is important to note that from the respondents the just cause system of discipline is often overlooked at the Postal Corporation and often leads to industrial unrest. This hampers effective employee's performance at the Postal Corporation of Kenya and that some of the unjustified discharge of employees often ends up in court for arbitration. This greatly affects employee performance. However, when the procedures are followed to the letter, cases of employee unrest will be unheard of thereby improving employee's productivity and in turn improve business at the Postal Corporation of Kenya.

5.3.4 To what extent is the right to appeal discipline applied at Postal Corporation of Kenya?

Answer;

From the respondents it was affirmed that staff are accorded the right to appeal. Over seventy six (76%) of the respondent were in agreement that staff are accorded an opportunity to appeal. However, whether the appeals succeed or not are another issue since the people who sit in the disciplinary committee were the same people who sit in the appeals committee. This brings up the question of the integrity of those appeals. However if the appeals were to be

handled by a different committee then the results could be objective and thus appreciative but since it is to the contrary, staff are really demoralized.

5.3.5 How does interpersonal disciplinary procedure affect work at Postal Corporation of Kenya?

Answer;

This type of disciplinary procedure is a critical tool for management to succeed since it emphasizes on clear expectations, the process itself, consistence and the feedback on the success of the process. If implemented properly, these procedures will positively affect the relationship between a manager and their employees thereby improving performance and job satisfaction at Postal Corporation of Kenya. However, poorly implemented procedures negatively impact workplace performance at the Postal Corporation of Kenya. Follow up meetings, performance appraisals or coaching sessions should be performed consistently by managers to be effective. Not providing the same creates the perception that it may not be important to the Manager.

5.4 Conclusion

On the basis of the research it is noted that although rules and procedures do exist in the Postal Corporation of Kenya the application of this procedures is often overlooked. Managers are not properly trained on how to handle disciplinary cases and this has greatly led to poor communication/relationship between the Management and the union sable employees and this has negatively impacted on the performance of the Postal Corporation of Kenya.

Rules and regulations do exist but then the union sable employees are not involved in making them and therefore there is no ownership of the rules on the part of union sable employees.

They feel that the rules are imposed on them and they are aimed at subjecting them to punitive conditions of work. This has greatly deteriorated their morale of working thereby negatively impacted on the overall performance of the Postal Corporation of Kenya.

Employee discipline is very important in the day to day activities of any organization and that high employee discipline leads to high productivity. Many regard discipline to be very crucial and these beliefs are consistent with good job performance.

Although it is generally believed that in disciplined employees can cause industrial unrest, from the findings it is noted that other factors can cause the same in spite of existence of well laid down rules and regulations within an organization. This will affect the employee's performance and affect the overall goals of an organization such as Postal Corporation of Kenya.

Lastly it is noted that indiscipline is not consistent to a certain gender or department or category of staff, it varies from individual to individual or sections within an organization. In this case therefore disciplinary procedures have a great impact in an employees' job performance.

5.5 Recommendations

The following recommendations were based on the findings of the study;

The Management of Postal Corporation of Kenya should be in a position to encourage and sensitize their employees to know what is expected from them at their places of work. They should make available the PCK code of regulations to all staff and remind them to read it regularly.

Open Communication between the Management staff and union sable employees should be encouraged. This will reduce conflicts and misunderstandings between them thereby enhancing performance since all employees' work for the common goals of the Corporation.

Managers in the Postal Corporation should be well trained on the procedures of administering discipline so that it is consistent with the general practices in the contemporary business environment. They should especially be equipped with counseling skills so that they can positively engage staff and not to be viewed as adversary's but business partners working for the common goal.

When reviewing the code of regulations, representatives from junior ranks should be included so that all employees will feel that they are part and parcel 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.

To achieve high standards of job performance the Postal Corporation of Kenya should improve welfare facilities for all employees and their immediate families, such facilities include; proper remuneration, medical facilities, housing schemes, social facilities such as playground, social clubs and transport facilities among others. These welfare facilities will improve the workers morale to perform better.

Seminars and workshops should be organized occasionally in the Postal Corporation of Kenya to enlighten staff on proper discipline, work performance and customer care. These seminars when properly utilized will greatly improve performance.

The Government should also be encouraged to review the procedures of appointing the Post Master General and the Board of directors. It should be done competitively so that qualified

people with proper qualification/academic background be appointed to steer the Postal Corporation to greater heights of business development.

Lastly it is recommended that further research should be done to measure variables that were beyond the scope of the study.

5.6 Suggestions for Further Research

From the study, the researcher suggests that future researchers conduct the following;

The same study can be carried out in other State Corporations in different geographical regions for comparative purposes.

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.

A similar research can also be carried out to determine the other factors which affect the employees' performance in other State Corporations for comparison purposes.

Lastly, a similar research can be carried out to determine the relationship between discipline and academic qualifications.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Kenyatta University School of Business
Department of Business Administration
P.O Box 43844
Nairobi.
23rd February, 2012

Dear Participant,

This questionnaire is designed to study the effects of disciplinary procedures on employees' performance in Postal Corporation of Kenya. The specific objective of this study is to assess how progressive disciplinary procedure affects staff at Postal Corporation of Kenya, to determine the effects of positive disciplinary action at Postal corporation of Kenya, to establish whether the just cause standard of discipline is applicable to employee of Postal Corporation of Kenya, to examine the impacts of the interpersonal disciplinary procedures on employees' performance in postal corporation of Kenya and lastly to examine the extent of the right to appeal as a disciplinary procedure at the Postal Corporation of Kenya.

The study is purely academic and your response will be kept strictly confidential. I therefore request you to respond to the questions frankly and honestly.

Yours Sincerely

Amon M. Maikara

RESEARCHER.

APPENDICES

APPENDIX 11: RESEARCH QUESTIONNAIRE

Kindly answer the following questions by ticking in the appropriate box or filling the spaces provided.

PART A: GENERAL INFORMATION

1. What is your designation? -----

2. What is your total work experience in years?-----

Less than 5 years 11-15 years

6-10 years Over 16 years

3. Which department do you work in Postal Corporation of Kenya?-----

PART B: MAIN ISSUES

1. For how long have you been in the employment of the postal corporation?

a. 1-5 years

b. 6-15 years

c. Over 16 years

2. How do your supervisor/immediate boss treat you after a punishment?

Become sidelined

Transferred elsewhere

Denied some responsibilities

3. How do you view the morale of the workers who have been punished?

a. Low

b. Average

c. High

d. None of the above

4. Does management provide a conducive environment for improved performance

a. Fully provided

b. Not at all

c. Partially provided

10. What was your companies retained earnings in the last financial years as below

- a. Years 2010.....
- b. Year 2009.....
- c. Year 2008.....
- d. Year 2007.....

11. How did you get to know about the existence of rules and regulations in the organization?

- a. Through induction
- b. The organization code of regulation
- c. Through circulars
- d. Through colleagues

12. Is there consistency in administration of punishment?

- a. Always consistent
- b. No consistency at all
- c. Partially consistent

Explain briefly

.....

13. Are proper channels of communication followed in your organization?

- a. Always followed
- b. Not at all
- c. Followed to some extent

Briefly explain

.....

14. How are promotions effected in your organization?

- a. Fairly
- b. Unfairly
- c. Both

Please explain

.....

15. How do you view the procedure of instituting/administrating punishment in your organization?

- a. Good
- b. Fair
- c. Worse

Explain briefly
.....

16. How do disciplinary procedures affect leadership in your organization?

Give your views
.....

17. How does punishment affect performance in your organization?

- a. Affect production
- b. Reduce staff morale
- c. Improves performance
- d. Increased efficiency on the job

18. How are staff members treated after punishment?

- a. He/she gives no responsibility
- b. Kept under strict observation for sometime
- c. Moved to another section or department
- d. Victimization after punishment

19. Do you often interact with your boss?

- a. Often interact
- b. Not at all
- c. Partially interact

Explain briefly
.....

20. How do the leadership styles in your organization affect staff and business in general?

Please explain
.....

21. How do you rate the discipline of employees in the organization?

- a. High
- b. Medium
- c. Low

22. How long does it take for management to decide on disciplinary cases?

Please explain
.....

23. What kind of offences that warrant punishment in your organization?

Please outline briefly.....
.....

24. Which are the commonest offences employees in your organization do to warrant punishment from the management

Please outline briefly
.....

25. Does your organization practice open-door policy in disciplinary procedures?

Yes No

If No, briefly explain.....

26. What suggestions would you give on disciplinary procedures in order to maximize performance in postal corporation of Kenya?.....

.....
.....

27. What role does non-management staff have in decision making?

a) They make decision

b) Only used to make decision

c) Play almost no role in decision making

28. Comment briefly on the types of disciplinary procedures that are applied at postal corporation of Kenya.

.....
.....
.....

29. Do employees in your organization have a right to appeal once they have been punished?

.....
.....
.....

30. Is there consistency in application of discipline?

Not at all To some extent To full extent

Briefly explain.....
.....

31. Does your company observe the just cause standard of discipline?

a) Very often

b) Not at all

c) None of the above

32. Does the union get involved in handling disciplinary cases?

- a. To some extent
- b. Not at all
- c. Participate fully

Explain briefly

33. Apart from disciplinary procedures, what other factors affect performance in the postal corporation of Kenya?

Explain briefly

34. Does your corporation apply the progressive disciplinary approaches when dealing with disciplinary cases?

Explain briefly

35. Is the positive disciplinary approach practiced in the postal corporation of Kenya?

Explain briefly

36. Is the just cause standard of discipline observed at postal corporation of Kenya?

- (a) Not observed at all
- (b) Observed partially
- (c) Fully observed

Please comment briefly

37. Are female employees favored in disciplinary cases?

- | | | | | | |
|-------------------|--------------------------|----------------|--------------------------|-----------|--------------------------|
| Strongly Disagree | <input type="checkbox"/> | Disagree | <input type="checkbox"/> | Undecided | <input type="checkbox"/> |
| Agree | <input type="checkbox"/> | Strongly Agree | <input type="checkbox"/> | | |

38. How do you rate the management styles at postal corporation of Kenya?

- | | | | |
|-----------|--------------------------|------|--------------------------|
| Very good | <input type="checkbox"/> | Good | <input type="checkbox"/> |
| Very poor | <input type="checkbox"/> | Poor | <input type="checkbox"/> |

39. How do you rate the process of handling disciplining cases at postal corporation of Kenya?

- (a) Slow
- (b) Average
- (c) Rapid

Explain briefly

40. The following statements indicate aspects of disciplinary procedures and how they impact employee performance in your organization.

KEY: Strongly Disagree (SD), Disagree (D), Undecided (U), Agree (A), Strongly Agree (SA)

Disciplinary Procedures	SD 1	D 2	U 3	A 4	SA 5
Composition of disciplinary committee is always gender balance					
These are always elements of nepotism./favoritism in disciplinary cases					
Junior employees are always treated fairly by their bosses					
Male employees are often on the receiving end than female employees					
Disciplinary cases are dealt with rapidly					
Staff are often given an opportunity to appeal against any disciplinary measure					
There is generally a continuous review and control on employ performance within departments in PCK					

THANK YOU VERY MUCH FOR YOUR COOPERATION