

EVALUATION OF FACTORS INFLUENCING EMPLOYEE
DISCIPLINE IN THE CIVIL SERVICE: A CASE STUDY OF
PROVINCIAL MEDICAL OFFICE, RIFT VALLEY
HEADQUARTERS



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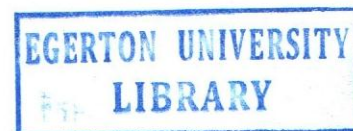
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DECLARATION AND RECOMMENDATION

DECLARATION


This research project is my original work and has not been presented before for an award of a degree in any University.


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Supervisors' approval

The research project has been submitted for overall examination with our approval as university supervisors.

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ABSTRACT

The Kenya civil service plays an important role in the economic development of the country through its facilitative, supportive and advisory role both to the public and private sector. It's therefore important that the government maintains a disciplined manpower to deliver the same. The main objective of this study was to establish the major factors that influence employee discipline within staff in the PMO's office and the specific objectives were to establish effects of monetary rewards on discipline, non-monetary rewards on discipline and to determine other factors that affect discipline. Relevant literature will be reviewed to ascertain the issues related to these objectives. The hypotheses of the study were to establish whether there is a relationship between monetary rewards and discipline, and non-monetary rewards and discipline. The study adopted a survey to such design. Stratified random sampling method was used to obtain data, through administration of questionnaires on respondents. Respondents were stratified into three categories/cadres of senior, middle and junior cadres whose target population was 1,134. Sample size was 84. Data was collected from both primary and secondary sources. Descriptive analysis was used to analyze the data. Likert scale was also used. Pearson's correlation coefficient was used to test the hypotheses. The statistical package for social sciences, (SPSS) computer tool was used to facilitate the analysis. It is expected that the findings of the study will point out areas where policy measures that could foster discipline could be adopted, thereby facilitating the move towards the development of a well motivated, efficient and performance – oriented civil service.

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LIST OF ABBREVIATIONS

MOH	-	Ministry of Health
PMO	-	Provincial Medical Office
COR	-	Code of regulations
PSC	-	Public Service Commission
DPM	-	Directorate of Personnel Management
CSRP	-	Civil Service Reform Programme
IDPMT	-	Integrated directorate of personnel management team.
NHIF	-	National Hospital Insurance Fund
NSSF	-	National Social Security Fund
ACAS	-	Advisory Conciliation and Arbitration Service
CAP.	-	Chapter
KHPF	-	Kenya Health Policy Framework
NHSSP	-	National Health Sector Strategic Plan
IPPD	-	Integrated payroll and personnel database.
UK	-	United Kingdom
ADA	-	American Discrimination Act
KCSU	-	Kenya Civil Servants Union
PHMT	-	Provincial Health Management Team
PPSRRB	-	Permanent Public Service Remuneration Review Board
HRM	-	Human Resource Management

CHAPTER 1: INTRODUCTION

1.1 Background of the study

The origin of the word discipline is disciple. Generally it means the orderliness or absence of disorder, chaos and confusion in human behaviour and action. Discipline is essential in promoting and maintaining higher productivity and industrial growth, Gupta, (2003).

Discipline can be positive or negative. Positive/self-discipline involves creation of an atmosphere where employees conform to the established organizational rules and regulations without being coaxed. It is achieved through the use of positive motivational factors like rewards, praise, participation, supervision and incentive pay. Negative/punitive/corrective discipline involves penalties or punishment to force workers to obey rules and regulations. It is achieved through the use of negative motivational actions like reprimand, demotion, transfer, fines and lay off, Gupta, (2003).

Discipline has evolved through many theories and stages of management. The classical approach to management form the roots of the knowledge of discipline today with practitioners like Frederick W. Taylor; 1856-1950, Henry Fayol, 1841-1952 and Marx Weber, 1864-1924. This approach was stimulated by increased inefficiency and poor productivity of the late 19th and early 20th centuries, when Taylor introduced the piece-rate system where monetary rewards was seen as the only factor influencing efficiency. He did not carry any research to prove this, (Robbins & Decenzo, (2000).

Next evolved the human resource approach for management which included the human relations movement and the behavioural science theorists. It emerged as a backlash to the great depression and the mechanistic classical approach. It's new ideas led to the increased recognition of interpersonal relations at the work places, work conditions, and the fact that money was less a factor in determining the workers efficiency and output. Its proponents were Elton Mayo, (1924-1930),

Dele Carnegie, (1930s-1950), Abraham Maslow, (1908-1970) and Douglas McGregor, (1960), among others. Robbins & Decenzo, (2000).

The above theories were formed in response to different social climates and were independent of each other. Three integrative frameworks have evolved thereafter that can help one organize and understand the subject matter of management, so as to enhance their applicability today. They are Process, Systems and Contingency approaches. The process approach was to encompass and synthesize the diversities of the day, the systems framework, with emphasis on open system was to recognize organizations as being part of a larger environment with which they interact, and the contingency (situational) approach, the most recent, recognizes the fact that people and organizations are diverse and that it could be difficult to find a universally acceptable principle that could work in all situations, Cole, (1996).

The Government of Kenya, in pursuance of its Development Strategy, seeks to instill a rapid and sustained economy through the public and private sector. This can only be done through people. The civil service manpower grew from 60, 300 in 1963 to 272,000 in 1993, when it reached its peak (Government of Kenya (GOK), 2002, with a strained wage bill and poor working conditions leading to a demotivated and indisciplined workforce. To improve efficiency and productivity, the Government introduced the public sector reform programme in 1993, some of whose objectives were to create a smaller and well paid, disciplined and effective civil service. These reforms reduced the number of civil servants to 115,026 in 2006, Civil Service Reforms, (DPM), (2006). In spite of the above however, indiscipline and inefficiency have persisted notwithstanding three salary awards and revision of allowances. There still are disciplinary problems like absenteeism, corruption, and insubordination. It is against the above background that discipline in the civil service was analyzed in the study. No such study has been done before.

Ministry of Health (MOH) is the leading player in the provision of health care in Kenya. The Provincial Medical Office, Rift Valley Province is situated in the Provincial Commissioners complex, Nakuru. The office has delegated powers to handle provincial human resource issues, including discipline, and give feedback to the wider human resource management department at the national office. In 2004, 83 disciplinary cases for the province were handled by the Provincial Health Management Team (PHMT) on account of abscondment, drug and substance abuse, professional negligence and insubordination, among others. Out of these cases, 22 were from the target population. Since officers on discipline do not work, productivity was affected.

1.2 Problem Statement

Various reforms have been implemented to deal with staff discipline in the civil service. One of the reforms is the Kipkulei commission's recommendations on salary and allowances review for all civil servants and teachers. The enhancement of salary and allowances to PSs/Accounting Officers, Constitutional Office holders, other senior Government Officers and specific allowances for medical staff. There has been a general belief that monetary reward improves the level of discipline. However, after the implementation of these reforms of adjusting the salaries and benefits, there has been no significant change. There still are indicators of indiscipline, operationalised as; absenteeism, corruption, sleeping on the job, alcohol and drug abuse, hawking in the office, and inconsistency of work, among others. The research work was to establish the real factors that influence discipline. There is no empirical study that has been carried out to establish these factors.

1.3 Main objective of the study

The main objective of the study was to establish the major factors that influence employee discipline within staff in the provincial medical office, Rift valley Province Head Office.

Specific Objectives

- (i) To establish the effects of monetary rewards on discipline.
- (ii) To establish the effects of non-monetary rewards on discipline.
- (iii) To determine the effect of other factors on discipline.

1.4 Hypotheses

- (i) There is no relationship between monetary rewards and discipline
- (ii) There is no relationship between non-monetary rewards and discipline

1.5 Justification of the study

According to Saleemi, (1997), in order to achieve organizational goals, it is essential to promote and maintain employee discipline. Discipline can pave way for cooperation among the task force and result in economic growth. Nzuve, (1998), contends that the level of indiscipline in the civil service has had harmful effects on the economic development of this country and if not eradicated, will lead to a weak national economy. A survey by Integrated Directorate of Management Team (IDPMT), (2003), concluded that indiscipline among health workers leads to loss of lives in many Health Facilities.

As seen above, in 2004, there were 22 disciplinary cases from the target group. This research will therefore be important and beneficial to the government, economy, the public and other organizations. The study findings will gap in the knowledge of the factors of discipline and this will go a long way in assisting the civil service to make savings on time and resources lost through indisciplinary behaviours like absenteeism, go slows and dismissals, among others.

This will further enhance the civil service to effectively play it's pivotal role in national development. It is also anticipated that the study will form a basis for further research.

1.6 Scope and delimitation of the study

This research was carried out in the Provincial Medical Office, RVP, (HQ) Nakuru and the findings were generalized to all civil servants in Kenya. The area of study is a fraction of Rift Valley Province, which is one of the provincial headquarters out of the eight provinces in the Country.

1.7 Limitations of the Study

- (i) Scope of the study- the scope of the study was limited to the civil service sector, one office: Provincial Medical Office, and may not allow for generalizations. However, indepth study and secondary data was used to supplement.
- (ii) Subjects/cases – The respondents may not have provided all the information, as discipline may be considered sensitive. However, the researcher probed to get more information. Others are usually known for not responding in time or not responding at all. Only four did not respond.
- (iii) Sample Size – The sample size may not have produced the salient characteristics of the accessible population to an acceptable degree. However the study used sample as opposed to census study. Also, through random sampling, the sample was representative of the population.



Definition of key terms

- Discipline** - Is regulation of human activity to produce controlled Performance .
- Employee** - Someone paid regularly to work for a person or organization
- Civil Service** - Government department and people who work in them.
- Performance** - The product of mental and physical effort applied to tasks and can be judged apart from results.
- Job satisfaction-** A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience, or output.
- Motivation** - The force that energizes gives direction to behaviours and underlies the tendency to persist.
- HRM** - Human Resource Management

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

According to Torrington, Hall and Taylor, (2005), Human Resource Management is the basis of all management activity. Managing resourceful humans requires a constant balancing between the human aspirations of the people and meeting the strategic and financial needs of the business. Personnel specialists have developed techniques of manpower planning to include employee behaviour in organization.

Discipline is action taken by a Manager to enforce the organizational expectations, standards and rules, Robbins & Coulter, (2005). Satisfaction with factors influencing discipline will lead to positive discipline while dissatisfaction with them or their absence will contribute to negative/punitive discipline or indiscipline. In the discussion of factors influencing discipline, reference will be made to motivation theories, satisfaction and productivity. A motivated worker is a satisfied, and therefore a disciplined worker.

Unfortunately, discipline is mostly viewed as a punishment. It is thought of only in the negative sense but in reality, positive or constructive discipline is more effective and where it is in place, it reduces the need for negative discipline. Seleemi, (1997) and Gomez-Mejra, Balkin & Cardy, (2004). Much of the current research knowledge of factors influencing discipline is built on past theorists of motivation and job satisfaction. Writers of discipline have not directly addressed the issue of factors influencing it. For instance, Hook & Foot, (2002), Torrington, Hall & Taylor, (2005), Flippo (1984) and Gormez, Balkin & Cardy (2004) all cover discipline and grievance, disciplinary procedures and practice, disciplinary offences and disciplinary interviews. Gupta, (2003), only lists causes of indiscipline. There is no research done to evaluate the factors influencing discipline in the Civil Service. The gap formed the basis of this research.

The Provincial Medical Office is Governed by laws and regulations governing the Kenya Civil Service. Following the Rationalization of Government functions and staff Right-sizing exercise carried out in 1999 in all Ministries/Departments that existed then and a survey done by IDPMT, one of the major output of the exercise was the determination of the causes of the breakdown of discipline and supervision in the civil service, overview of civil service reforms DPM, (2004) and IDPMT, (2003). It unveiled some crucial issues that affect discipline, thus affecting service delivery, outlined as; recruitment and retention, training and development, communication, conducive work environment, Performance Management and HIV /AIDS at the work place, among others. Disciplinary cases were manifested as problems of absenteeism, professional negligence, theft by servant, drug and substance abuse, and insubordination, among others.

This chapter therefore reviewed the relevant literature on factors that influence discipline in the Kenyan Civil Service and their effect on performance. This area is quite unexplored by researchers mainly because discipline is considered as a branch or a function of management. Studies done on factors influencing discipline concentrate only on monetary factors. Due to the bureaucracy in the Government and lack of goodwill from legislature, no such research has been conducted in the civil service. Since indiscipline is high in the civil service, the present research was therefore to attempt to establish whether the factors below are predictive of discipline.

2.2 COMPENSATION

Compensation refers to all forms of financial returns and tangible benefits that employees receive as part of employment benefits. It is divided into direct compensation; which includes financial remuneration like base pay, bonuses, and over time pay and indirect compensation, which includes the general category of employee benefits like health, pension and leave allowance, Bernardin &. Russel, (1998).

As stated by Robbins, (2004), most of us work for money and a pay check is important for its purchasing power. According to Gupta, (2003), for employees in developing Countries, pay is more than a means of satisfying employee needs, it provides sense of recognition and determines their social status. Robbins & Decenzo, (2000), state that although there are exceptions, most of us work for money.

However, in the words of Torrington, Hall & Taylor, (2005), there is strong debate in the retention literature about the extent to which raising pay levels reduces staff discipline and turnover. Armstrong and Baron, (1980), in their survey reported that staff almost universally disliked the link of performance with pay. Drucker, (2002), also contents: We have known for fifty years that money alone does not motivate to perform. In the words of Luthans, (1992), pay is only but a reinforcer. According to Flippo, (1984) the growth of employee benefits has been rampant, particularly since the World War II, and apparently no end is in sight . To him, there is little or no evidence that tremendous variety of supplementary pay, often termed, "fringe benefits", serve to motivate employees to higher productivity. He further states that despite the absence of motivational effect, employee benefit programs make up a significant portion of most personnel Department budgets. In Kenya, despite the staff rationalization initiative, the aggregate wage bill is still high; accounting for 9.2% of gross domestic product (GDP) before 2004 and 8.5 % over 2003/2004 period, DPM report, (2004).

Recent research findings appear to confirm views expressed by Herzberg (1966), that pay is a hygiene factor rather than a motivator and that once people are satisfied with their pay, additional increases will have little effect when other factors are pushing an individual towards quitting. Elton Mayo, in the Hawthorne studies 1920s-1930s, also concluded that money is less a factor in determining output than are group standards, sentiments and security, Torrington, Hall & Taylor, (2005). According to Debra, Nelson and Quick, (1997), hygiene factors

are of some importance up to a threshold, beyond the threshold, there is little value in improving them. This is in conformity with the equity model of J. Stacy Adams, 1963, which holds that we are very concerned that rewards or outputs (promotion, salary status) equate to our inputs (skill, effort, experience) and be fair when compared with reward being given to others. This is systematically represented as:

Figure 1: Equity Model

Perceived Ratio Comparison	Employee's Assessment
$\frac{\text{Person's Outcomes A}}{\text{Person's Inputs A}} < \frac{\text{Person's Outcomes B}}{\text{Person's Inputs B}}$	=> Inequity (under-rewarded) => Negative Discipline
$\frac{\text{Person's Outcomes A}}{\text{Person's Inputs A}} > \frac{\text{Person's Outcomes B}}{\text{Person's Inputs B}}$	=> Inequity (over-rewarded) => Negative/Positive Discipline
$\frac{\text{Person's Outcomes A}}{\text{Person's Inputs A}} = \frac{\text{Person's Outcomes B}}{\text{Person's Inputs B}}$	=> Equity (Fairly-rewarded) => Positive Discipline

Source: Adopted from Fred Luthans, (1992) & Stephen P. Robbins & Decenzo, (2000)

Person **A** is the employee and Person **B** is the relevant other or referent.

The model illustrates that if people feel they are inequitably or unfairly rewarded, they may show signs of dissonance and this leads to absence, turnover, on-job-shirking and

low-trust employee relations which may make the workers to either reduce quantity or quality of output, ask for greater rewards or pay or leave the organization. If they feel that the rewards are equitable, they will be satisfied and may continue at the same level of output. If they feel that the rewards are greater than what is considered equitable or are over-rewarded, they may work harder and its possible some may discount the reward, (Koontz and Wehrich, (1990). According to Adams, a key dominant to discipline at work is the extent to which employees judge pay levels and pay increases to be distributed fairly between them and their referrals. Beyond the equity threshold, pay increases will not be a factor of discipline anymore. In the words of Fred Luthans, (1992) there are very few managers or workers who do not feel that they deserved the raise they

received. Luthans further states that, as the Maslow sense, when "the belly is full" of hygiene factors, dangling anymore in front of employees will not motivate them. They will not influence discipline anymore. Though the equity theory leaves some key issues still unclear like how employees define inputs and outputs, it has an impressive amount of research support, Robbins & Decenzo, (2000)

According to Torrington, Hall, & Taylor, (2005), there are other forms of rewards than monetary and the institute of employment studies (IRS) 2001, found that there is more satisfaction with the system where promotion and development rather than money was used as a reward of good performance. Herzberg classified salary as a hygiene factor Hellregel & Slocum, (1992). As noted from the above literature review, the early studies on pay and benefits or compensation considered it a factor of motivating employees but in the retention literature, pay is only seen as a reinforcer. For instance, Gupta, (2003), states that pay is an important means of satisfying employees while Robbins & Decenzo, (2000) also states that most of us work for money. On the other hand, Torrington, Hall & Taylor (2005) and Drucker (2002) contend that money alone does not motivate to perform. This means that there is no agreement on whether pay is a factor of discipline. However, most of the organizations, including the Kenya Civil Service, use compensation to influence discipline. The purpose of this research was therefore to build on this gap.

In the civil service, compensation is covered under the regulation of wages and conditions of employment act (Cap 229) Pensions Act (Cap 189), NHIF Act (Cap 255), among others. For many years, the Kenya Civil Service has been plagued with human resource problems like high turnover, absenteeism and low productivity. The Government, believing that the main cause was poor remuneration, recommended, through the Kipkulei Salary harmonization programme, that salaries for public servants should be increased to be in line with those in the private sector, Civil Service Reform Programme (DPM), 1993 and

the Public Service Remuneration Review Board (PPSRRB), (2003). However, despite the Government increasing salaries and benefits, indiscipline in the civil service is still high. The norm expected was that as salaries increase indiscipline should decrease but to the surprise of many, there is no such corresponding change. The study was to establish whether the cause of the behaviour displayed is due to low pay or due to other factors of discipline.

2.3 SUPERVISION

The Supervisor in the job situation plays an important role in the satisfaction of his subordinates. According to Steward and Garson, (1983), the superior who "deliver" for his men is not only an influential one but is a prime contributor to the job satisfaction of his workers. Supervisors must be trained in human resource management, behaviour counseling and interpersonal skills Michael, (1999).

Supervision has evolved through many stages due to change of management styles. The classical theorists primary concern was structure and activities of formal organization, division of work, development of hierarchy and authority, and span of control, Cole, (1996). According to Urwick (Cole 1996), no one is to be responsible for more than five or six direct subordinates whose work is interlocked. The scientific management required managers to walk around with stop watches and note pads carrying out time - and - motion studies on workers. As Robbins & Decenzo, (2000) puts it, the classical theorists viewed organizations and people as machines and managers as engineers who ensured inputs were available and machines were properly maintained. This type of supervision created an alienated workforce, was a good factor for increased indiscipline, inefficiency and low productivity and thus necessitated the move to the current approach in discipline.

As pointed out by Luthans, (1992), there seem to be two dimensions of supervisory style that affect job satisfaction. One is employee centeredness which is measured by the degree to which a supervisor takes a personal interest in

the employees welfare and the other is participation or influence, as illustrated by managers who allow their people to participate in decisions that affect their own jobs. To Bennet, (1997), satisfaction and discipline are higher when supervisors apply participative employee centered leadership styles. According to Foot and Hook, (2002), supervisors should be clear in their own minds exactly what powers are available to them and should be extremely well trained.

Absence of good supervisors who can patiently listen to grievances of subordinate staff, give specific and definite instructions, appreciate efforts of subordinate staff and direct them whenever necessary is one of the causes of indiscipline, Seleemi (1997). The role of supervising is very difficult and requires leadership skills and ability to treat all employees fairly. One should teach his/her supervisors to use positive employee evaluation and feedback whenever possible so that no one feels singled out. Syptack, Marsland and Ulmer, (October, 1999).

Nzuve, (1998), contents that supervisors use employee performance appraisal as a tool of management and discipline. Overview of civil service reforms (DPM), (2004) states that the Government is currently focusing on performance contracts, proper records management, appraisal of staff and annual work Programmes, all tools of supervision. Many performance problems can be avoided by designing effective performance appraisal systems which lets people to know what is expected of them, how well they are meeting those expectations and what they can do to improve on their weaknesses. The employee appraisal should be documented properly to protect employees against discharge and discrimination. Gomes-Menjia, Belkin & Cardy, (2004) & Martocchio, (Summer, 1995). This will lead to positive discipline.

In the words of Aluchio, (1998), in Kenya for instance, some supervisors in Government offices have the tendency to rate their employees adversely. The Kenya Civil Service is run on a bureaucratic structure with control that is nearly autocratic. Responsibility and authority to supervisors, like the Provincial

Medical Officer, is shared through delegated powers, legal notice No. 148 of 16th August 2002 and circular No. PSC/1.11 of 16th November, 2002. In the circulars, the span of control is not indicated and supervision is not participative – employee centered but rather like McGregor’s theory X-assumptions which presents a negative view of people; that they have little ambition, dislike work, want to avoid responsibility and need to be closely supervised to work effectively, unlike his theory Y assumptions which present a positive view of people; that people can exercise self-direction, accept responsibility and consider work to be as natural as rest or play, Robbins & Decenzo (2000). Though there is no evidence to confirm that either set of assumption is valid or that accepting assumptions Y, which Mc Gregor favoured, will make employees more motivated and disciplined, most managers today do make theory X assumptions in the “crack – the – whip” style. In the civil service, supervision is based on the hierarchical and bureaucratic structure, which does not allow for proper supervision. Most managers in the civil service are ill equipped and untrained for their positions and have not recognized supervision as an influence of discipline. Aluchio (1998). This research was to evaluate this factor and close the gap.

2.4 WORKING CONDITIONS

Working conditions affect the physical comfort of the employee while completing tasks Bennet, (1997). The issue of working conditions has been a management problem for ages. The classical approach was stimulated in the late 19th Century and early 20th Century by the appalling working conditions in factories, Robbins & Decenzo, (2000). Robert Owen saw harsh conditions in the factories across Scotland, he became a reformer. He chided factory owners for treating their equipment better than their employees, Foot & Hook, (2002). They further state that Owen was more than a hundred years ahead of his time in 1825 when he argued for regulated hours of work for all, and company furnished tools and equipment, among others. In the post war period, factories were often dirty, noisy and dangerous places which offered little satisfaction for the needs of the

worker. Finchman & Rhodes (1999). Workers were seen to be lazy, inefficient and undisciplined.

Employees are concerned with their work environment for both personal comfort and facilitating doing a good job. Studies demonstrate that employees prefer physical surroundings that are not dangerous or uncomfortable and that most employees prefer working relatively close to home and in clear and relatively modern facilities with adequate tools and equipment, Finchman & Rhodes, (1999). The environment in which people work has tremendous effect on their level of pride for themselves and for the work they are doing, Syptak, Marsland & Ulmer (October, 1999). However, as reported by Luthans, (1992), most people do not give working conditions a great deal of thought unless they are extremely bad. Herzberg characterized working condition as a hygiene and not a motivation factor.

In the civil service, working conditions are covered by the COR, the employment act (Cap 226) and the PSC Act (Cap 185). The civil service reform programme recommended that savings from retrenchment was to be used to improve civil servants working conditions among other things like salary and benefits. Improvement on tools and equipment, office accommodation, clean environment, among others, that could make an employee to be enthusiastic to perform their tasks has not been fully implemented. As seen above, while Bennet, (1997), Finchman and Rhodes, (1999) agree that the environment in which people work has tremendous effect on their level of pride, Luthans, (1992) states that people do not give working conditions a great deal of thought unless they are extremely bad. Herzberg also characterized it as a hygiene factor. The implication of this is that research has not been done so as to come up with one conclusion. In the civil service, tools machines and equipment for performing jobs are not adequately available, physical conditions of work are not good and there is a mismatch of work with job. Their contribution to discipline in the civil service was evaluated in the research.

2.5 COMMUNICATION CHANNELS

The word communication is from a Latin word 'commins' which means common. It means sharing ideas in common. Efficiency and any success of an organization depends mainly on its communication system. Communication channels are an effective and important tool of management and are used to plan, to organize objectively, to direct and to control directly, hence keeping employees in touch. Seleemi, (1997). According to Nzuve, (1998), communication is the process through which information is intentionally or unintentionally exchanged between individuals. Without proper communication within an organization, organizational policies and rules will not be imparted to employees. This was seen to contribute to discipline.

As pointed out by Seleemi, (1997), managers use communication to give orders and instructions, assign duties and responsibility, diagnose problems and act, and to seek willing and active co-operation of their subordinates. Employees use it to know what they are supposed to do, type of authority they have, relationships with others in the organization and the level of their work in regard to expectations of their supervisors. Communication barriers and absence of humane approach on the part of superiors result in frustrations and indiscipline among the workers. Management should clearly formulate the policies regarding discipline and also be empathetic towards the employees. These policies should be communicated and be constantly followed in the organizations.

Workers in large organizations sometimes experience low job satisfaction because of interpersonal communication difficulties, which create frustration and feelings of inability to influence events that affect their working lives Bennet, (1997). As noted by Seleemi, (1997) there is bureaucracy in the public sector in Kenya because of strict adherence to the "through proper channels" rules, not compatible with present contingencies of discipline and that to improve human relations in organizations, one should launch a well planned communication system that will make employees aware of the changes in technology structure

and environment and get feedback or reaction from them. This will influence discipline. In the civil service, communication problems are mostly due to organizational communication barriers.

Section D of the code of regulations (COR) spells out the basic rules for effective communication through correspondence, use of a variety of other communication media, and the publications and printing as well as the use of office stationery, (COR) revised, 1992). Section D.30.1 further states that the general distribution of printed publication is the responsibility of the ministry concerned.

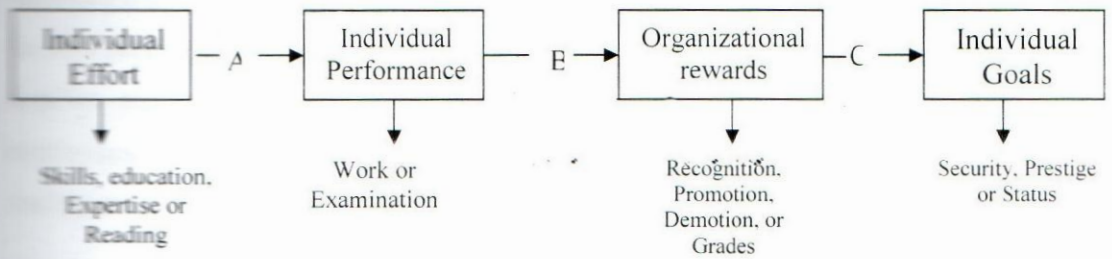
The public sector reform programme, (1993), recommended the introduction of information technology (IT) units in all ministries/departments as a means of communication. The Government has formulated a strategy for introduction, development and implementation of electronic service delivery, Civil Service Reforms (DPM), (2004). This is yet to be implemented. IDPMT, (2003) on their study of health sector reforms informs that there is poor communication network within and between health facilities which affects efficient service delivery. There are no or minimal telephone links between facilities, there is irregularity in dissemination of information to staff on important issues and that information that is accurate and up to date at all levels is missing, all due to non-existence of an up-to-date communication policy in the civil service. Without proper communication channels, co-operation between management and staff is difficult to attain and discipline becomes a problem. Make printed copies of your policies and procedures manual easily accessible to all members of your staff, (family practice management, (October, 1999) As seen above, Robbins & Decenzo, (2000) and Saleemi, (1997), all deal with understanding communication its drawbacks and barriers but not as a factor of discipline, and this was to be established in the research.

2.6 JOB DESIGN

The early theories regarding employee performance paid scant attention to how employees felt about their jobs, Stewart and Garson, (1983). In the post war period, clerical work lacked any intrinsic satisfaction and managers found themselves facing behavioural consequences of this central problem in the experience of work: costly turnover, absenteeism, grievance and poor industrial relations and low productivity. For many years, firms that require workers to perform routine – assembly line tasks have been plagued with such personnel problems, Hellriegel and Slocum, (1992). These jobs are boring and unchallenging and employees could be easily distracted from performing them or look for excuses of being absent.

According to Kolasa (1969), Abraham Maslow's, 1908-1970, concept of self-actualization and Victor Vroom's, 1962, expectancy model presents empirical evidence on a relationship between job design and opportunity for self expression in work. Maslow's self-actualization is concerned with creative activity and research for personal fulfillment through enriched jobs. Vroom's expectancy model states that an individual tends to act in a certain way on the basis of the expectation that the act will be followed by a given outcome and the attractiveness of that outcome to the individual, Robbins & Decenzo, (2000), and Bennet, (1997). Job input will be determined by the job design which will in turn be determined by job expectancy (outcomes). If the outcomes are positive, (pay, security, promotion and recognition), the employee will be disciplined and if negative, (fatigue, frustration, harsh supervision and threat of dismissal), he/she will be indisciplined. The model includes three variables: Effort; Performance and Attractiveness as illustrated below:

Figure 2 - Simplified Expectancy Theory



Source: Adopted from Robbins and Decenzo, (2000)

- A = Effort- Performance linkage
- B = Performance – reward linkage
- C = Attractiveness

In the current management, competency based compensation is the most compatible with expectancy model. It pays and rewards employees on the basis of their inputs: skills, knowledge or behaviour they possess. People who work on jobs with high core job dimensions are more motivated, disciplined and productive than those who do not. This model emphasizes pay-offs or rewards, it's based on self-interest. Managers have to understand why employees view certain outcomes as attractive or unattractive. It emphasizes on the expected behaviour or discipline. Research results on expectancy theory have been mixed. Though the theory has been shown to predict job satisfaction accurately, it's complexity makes it difficult to taste the full model and the measure of instrumentality.

As stated by Hellriegel and Slowcum, (1992), Herzberg's two-factor model is the first approach that addressed the job content. It was first developed because routine assembly-line jobs were shown to reduce employee motivation. Luthans, (1992), also states that according to Herzberg's theory, only a challenging job which has opportunities in achievement, recognition and responsibility, advancement and growth will motivate employees. To him, earlier management had generally concentrated only on the hygiene factors, whenever they were faced with employee discipline problems. The typical solutions was higher pay.

more fringe benefits and better working conditions. However, these simplistic solutions did not really work. Herzberg's two-factor theory offers an explanation for this problem, Luthans, (1992). Through human resource planning, jobs, job families and organizational units can be designed to motivate and challenge employees. Highly motivated workers seldom need to be disciplined for inadequate performance, Gormez-Mejia, Belkin & Cardy, (2005).

There are criticisms on the methodology Hertzberg used to collect data and his failure to account for situational variables. But still, he is popularized for enriching jobs, Robbins and Decenzo (2000). This means making jobs more challenging and giving employees more autonomy to work. More recently, Heckman and Oldham, 1975, have proposed a job characteristic model that identifies five core dimensions involved in job satisfaction and motivation: skill variety, task identity, task significance, autonomy and feedback, Kolasa, (1969). But, to Fincham and Rhodes, (1999), Heckman and Oldham's model is narrow. Much more recently, the range of job characteristics has broadened to include ten established characteristics, that is, those consistently correlating with employee affective states, and have been assembled by Warr, 1998. They make a job challenging, interesting and achievable thereby working as a strong factor of discipline.

Several studies show that without intrinsic interest in the work itself, satisfaction falters. Stewart and Garson, (1983). People prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback. To Robbins and Decenzo, (2000), the problem with managers is how to achieve high performance levels among minimum wage earners; how to make their tasks more challenging. To him, professionals and technical employees have long term commitment to their field of expertise. Money and promotions into management typically are low on their priority list. Their chief reward is job design, management support, and recognition. To Seleemi, (1997), one of the causes of indiscipline is wrong people placed in wrong jobs.

The employees do not take their jobs seriously and hence violate rules and regulations in the process.

In the Kenya Civil Service, Sub Section E-24 of the code of regulations, (COR) deals with the grading structure, qualifications, staffing norms and other requirements for each cadre of staff as laid down in the various schemes of service issued by Directorate of Personnel Management. Though in place, the schemes' problem is review and revision so as to give them the core dimensions so as to make them more challenging, interesting and meaningful to the employee. The reform programme, 1993 recognized this fact and recommended the Government to undertake a comprehensive job-evaluation and regrading exercise. In the civil service, it was established from respondents that there are signs of bored employees who have unchallenging and intriguing jobs that are incapable of keeping them engaged for eight hours a day. They sleep on the job and therefore have low disciplinary levels.

2.7 RECOGNITION

The second phase of evolution of personnel management marked a move away from a sole focus on pay and benefits reward to other various organizational rewards. The humane bureaucracy stage in the development of personnel thinking sought to ameliorate the potential for industrial conflict and dehumanization present in the too rigid scientific management approaches. Following ideas of thinkers like Elton Mayo, 1880-1949, and the Hawthorne experiments, 1924-1930's where recognition, group pressure and fostering of social relationships in the work place became equally important objectives for personnel professionals seeking to raise productivity levels, Forrington, Hall and Taylor, (2005). According to Cole, (1996), in the Hawthorne studies, recognition was given to those in the experiments, except the bank wiring room, and the employees seemed to respond more positively to being in the spotlight (the Hawthorne effect). Mayo is widely criticized by behavioural scientist on grounds

of lack of scientific objectivity but he has enjoyed continuous existence behind solid protection of factory walls.

Abraham Maslow's, 1908-1970, fourth need level is esteem which is need for recognition. According to Maslow, this need should be satisfied before the next level can be achieved, Bennet, (1997). If not, the employees will be dissatisfied and therefore indisciplined. In the late 1960's, the focus among personnel specialists was actually characterized by the development of career paths and opportunities within an organization for personnel growth as a means of employee recognition; a concern of personnel specialists today.

Employees need to be recognized by their organizations, colleagues and community or public for their achievements on the job (Family practice management Journal, (1999 Pg.3). To Robbins, (2003), promotion is recognition of one's effort and individuals who perceive that promotion decisions are made in a fair and just manner are more likely to be disciplined. To Nzuve, (1998), promotions, as a means of recognition, if poorly administered can cause the human resource department and the entire organization more problems than the poor salaries and wages could. Investing in employees' training and development now saves a company from having to deal with incompetents or workers whose skills are obsolete down the road, Gomez-Mejia, Balkin & Cardy, (2004).

According to Torrington, Hall & Taylor, (2005), in the employment act, 2002, employers in United Kingdom (U.K) are now obliged by law to adopt the family-friendly policy. This reduces the problem of or inability to juggle the demands of a job with those of family and reduces the employees vulnerability to discipline. Also recognition by colleagues or the interpersonal relations within a working environment influences the level of discipline of an employee. As pointed out by Bennet, (1997), employees who feel they are an integral part of a tightly-knit group and who support its norms and objectives will probably experience higher job satisfaction than others. Luthans, (1992), also states that friendly and co-

operative co-workers are a modest source of satisfaction to individual employees. The work group serves as a source of support, comfort, advice and assistance to the individual worker. A satisfied worker is a disciplined worker.

Recognition by the community that one works in also makes an employee feel appreciated and wanted and hence will be disciplined. Wallis and Cope (1980) pg. 145 found relevant facets of job satisfaction for nurses included feeling of being recognized and needed by patients, Finchman and Rhodes, (1999).

2.8 ORGANIZATIONAL CULTURE

Culture can be analyzed as a phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others. It is a pattern of basic shared assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore to be thought to new members as the correct way to perceive, think and feel in relation to those problems, Edgar, (1992).

Human resource management includes the process of planning for numbers and skills of employees, and the management of organizational culture, among others. Like all attitudes, discipline is influenced by culture. Culture may affect the factors that lead to job satisfaction like pay, security and leadership, Nelson & Quick, (1997). According to Robbins & Decenzo, (2000), certainly, national culture though not mentioned in any theory, is an important situational factor. It is another contingency variable. It affects leadership style because leaders can't choose their style at will; they are constrained by the cultural conditions that their followers have come to expect. Their followers will riot if management does anything out of the expected. Edgar, (1992), states that leaders especially, have become aware of the critical role and understanding of culture plays in their efforts to stimulate learning and change and how intricately intertwined their own behaviour is with culture creation and management.

As Tarrington, Hall & Taylor, (2005), puts it, the culture of an organization affects the behaviour of people within it and develops norms that are hard to alter and which provide a paternity of conformity; like in the habit of arriving ten minutes late, a "new broom" manager will have a struggle to change the habit or in arriving punctually, a new recruit who arrives late will come under strong social pressure to conform. They further point out that culture also affects the freedom and candour with which people discuss dissatisfaction with their managers without allowing them to falter. Also, the style of managers in handling grievances and discipline reflects their culture: autocratic or democratic. In the words of Edgar, (1992), in the last decade or so, organizational culture has been used by some organizations and managers to indicate the climate and practices that organizations develop around their handling of people or to refer to the exposed values and credo of an organization.

The civil service reforms, (1993), will be ineffective unless integrity and accountability are restored within public servants. The culture of corruption throughout the public service has cost Kenya dearly, not only through direct loss of finances but also indirectly through mismanagement, misuse of office and inefficient and wasteful expenditures. This has led to a high degree of indiscipline. The public ethnics Officers bill has been enacted that stipulate the code of conduct for public servants. Though all public servants now declare their wealth and the Kenya Anti-Corruption Commission has established, corruption in the civil service is still high. Transparency international (TI), (2006).

2.1.1 Job Security

Organizational culture also determines the manner of job security of an employee. To Maslow, security is a second level need; Security of tenure at work and protection against reduced living standards, Bennet, (1997). The Hawthorne experiments also concluded that group pressure acceptance and concomitant security were the key determinants of individual behaviour; Robbins and Decenzo, (2000).

In the civil service, security of tenure is fairly high. Disciplinary process takes long to finalize and even supervisors are usually unwilling to report cases of indiscipline, they do not want to be the 'bad bosses'. According to the COR, a disciplinary case should take not more than six months to be finalized but they take years. Officers are aware of this fact and it's like they are encouraged to be in disciplined by the security of tenure. In 2005, the last retrenchment phase targeting 27,338 employees was stopped by the Civil Servant's Trade Union through the industrial court. It was the only threat to job security. Now officers know there is no 'going home' through retrenchment. This factor is two faced; there are those who keep self discipline knowing the job security will take them to the retirement age of 55 years and there are those who will be indisciplined because the job is secure, hardly resulting in penalties even after misbehaviour. Officers are always heard saying "the boss found us here and he will leave us here". The purpose of the study was to establish how this factor affects discipline amongst civil servants.

2.9 GRIEVANCE REDRESSAL PROCEDURE AND TRADE UNIONS

2.9.1 Grievance Procedure

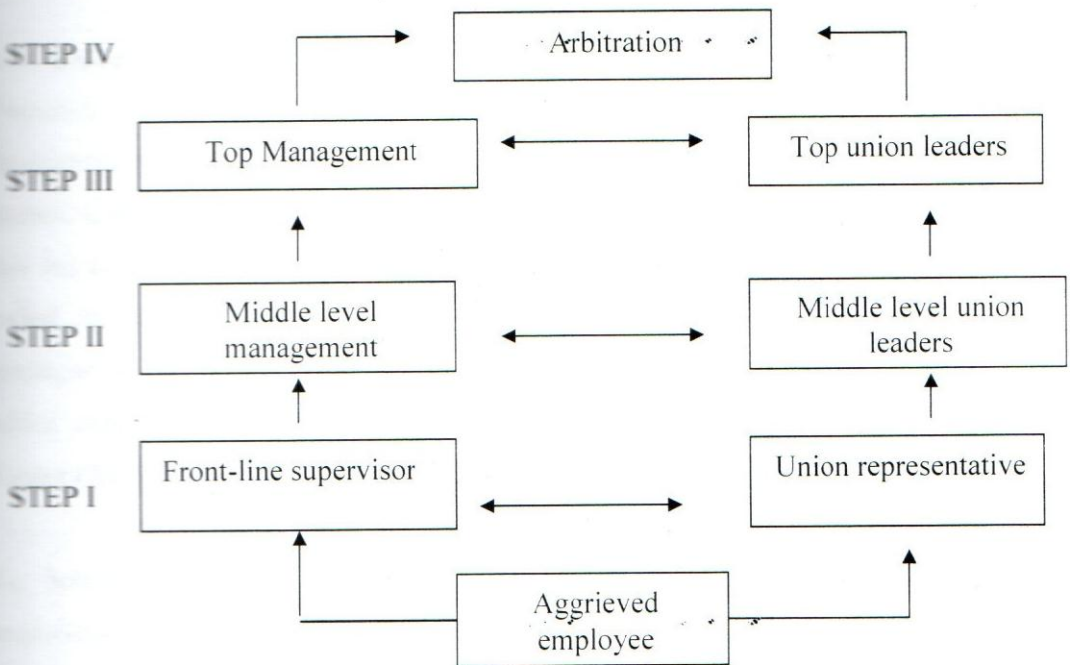
Grievance procedure is when an employee believes that a labour agreement has been violated and he files a grievance. Labour contract stipulates that employee grievance be expressed orally or in writing to the employee's immediate supervisor or through the union shopsteward. A contract should outline the process for settling disputes that may arise during it's application, Bernadin & Russel, (1998).

According to Foot and Hook, (2003), if there is a problem from management, it may result in employee grievance and if it is from the employee, it may result in disciplinary action. The human resource manager's concern is to get the best out of people and there is need to comply with legislation or codes of practice in grievance. They further state that the human resource managers need to consider these issues and design suitable procedures in order to enhance both discipline

and performance management process within the organization. Formality in procedure provides a structure within which individuals readily air their views. It avoids the risk of inconsistent ad hoc decisions. The employee knows at the onset that the matter will be heard and where it will be heard, Torrington, Hall and Taylor, (2005). This will reduce discomfort and need for discipline.

As pointed by Gupta, (2003), every organization requires a permanent procedure for handling employee grievances and grievances are natural in any organization. They should be solved as early as possible, otherwise they can create serious disciplinary problems for the organization, the industry and society. A systematic procedure should therefore, be developed to settle the grievances in the civil service. A typical grievance procedure is:

Figure 3: Grievance Redressal Procedure



Source: Adopted from Gupta, (2003) & Seleemi, (1997)

In the words of Seleemi, (1997), grievance redressal procedure serves as an outlet for employee gripes, discontent and frustration. It acts as a pressure valve on a steam boiler. It enables both parties to resolve their differences in an orderly,

expeditious and peaceful fashion; a sense of constructive discipline. Seleemi, further states that grievance handling procedure/machinery is important to Human Resource Management because it brings uniformity in handling of grievances, justice and confidence. Unsettled/unresolved grievances seriously disturb the employee; affect their morale, productivity and effectiveness. It thus influences discipline levels.

In the Kenya Civil Service, the grievance redressal procedure is in place but not brought to the attention of all workers. According to Aluchio, (1998), the Government should introduce a grievance system on the same line as the Advisory Conciliation and Arbitration Service (ACAS), 2000 of U.K., established under the act of parliament (employment protection act 1975), to help oversee discipline and grievance in U.K.

2.4.2 Trade Unions

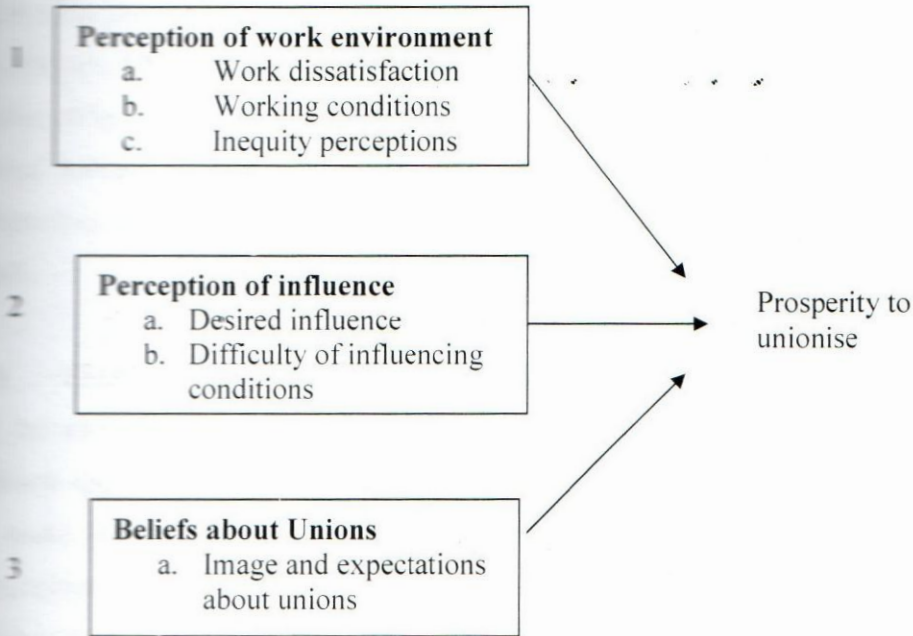
Frederick Taylor, 1856-1950, proposed that to increase prosperity for all, wages be scientifically managed and not by trade unions. He had a problem with trade unions, Cole, (1996). After World War II, labour became a scarce resource and this led to an increase in Trade Union membership and to what Allan Flauders called the challenge from below. In United Kingdom (UK), a personnel management advisory service was set up -ACAS). Personnel management next added expertise in bargaining to their repertoire of skills, Torrington, Hall & Taylor (2005).

To Seleemi, (1997), a trade union is an instrument of defence against exploitation. Existence of trade union is essential in maintaining and improving the conditions of workers, raising their status and promoting their vocational interests and security. To the enterprise, trade unions work toward maintaining industrial discipline. As pointed by Nzuve, (1998), trade unions exercise their economic power in ways that are meant to force management to listen and yield

to their demands. Methods mostly used by trade unions are strikes, pickets and boycotts while management uses lockouts or dismissal.

The civil servants usually use strike while the Government uses dismissal. The psychological research indicates three general reasons why workers join unions as shown below, Benardin and Russel (1998)

Figure 4: Reasons why workers join trade unions



Source: Adopted from Benardin and Russel, (1998)

In Kenya, trade unions operate under The Trade Union Act (Cap 233). Most trade disputes culminating in strikes in Kenya arise out of the "rights issues": workers get agitated when they are denied their rights. The union of Kenya civil Servants started as a civil servants association in 1920, then as a full union in 1958. It was deregistered on 20th July, 1980 and re-registered in 2004, Aluchio, (1998). Staff in PMO's office who are between job group "A-N" are members of the civil servants union. They have participated in all the strikes that have taken place.

Trade unions have had both positive and negative effects on discipline in Kenya civil service. Through the industrial court, the union managed to stop the last phase of the Voluntary Early Retirement Scheme (VERS) 2004/2005-2006/07). Though there are times the trade union has called for calm and discipline while negotiating with the Minister of Labour, most of the time when civil servants have a trade dispute, there is a feeling of fear and apprehension leading to tendencies of indiscipline like absenteeism and sleeping on the job, among others. Kenya has also witnessed unprecedented civil servants strikes like the 1994 strike by doctors, 1997 strike by nurses, 2002 strike by health workers and the 2005 strike all by civil servants. In each case the Minister of Labour declares the strike illegal leading to some disciplinary measures being taken against the striking employees, like stoppage of salary and interdiction of striking health workers in 2005.

3.0 EMPLOYEE HEALTH AND SAFETY

In the late 19th and early 20th centuries, larger employers with paternalistic outlook appointed welfare officers to manage a series of new initiatives designed to make life less harsh for employees, like sick pay and subsidized housing, Torrington, Hall & Taylor, (2005). Today, employers, unions and employees have a great and genuine interest in health and safety issues related to the work place. The Human Resource Manager is often the force of the action that has to be taken, Benardin and Russel, (1998).

In the U.S.A. for example, in every given year, one out of every ten employees is killed or injured on the job and approximately 25% of Americans with disabilities have them because of work related accidents or illnesses, Benardin and Russel, (1998). They further state that employees have a right to seek a safe work place without fear of punishment or discrimination. But such employees are usually faced with firing, demotion, transferring, threatening or harassing.

Many laws on employee health and safety have been enacted. In the United Kingdom, Health and Safety Act, 1973 states that where more than five workers are employed, employers are expected to have a written Health and Safety Policy which must be kept up to date and made available to all staff, Torrington, Hall & Taylor, (2005). The human resource professional must prioritize the behaviours of people and organizations and implement the laws. The major controversies of the day such as HIV/AIDS, drug testing, anti-smoking positions and response to work place violence have become contemporary issues affecting discipline that human resource professionals have to contend with. They must prioritize the behaviours of people and organizations by implementing health and safety laws that will safeguard the employees against any disciplinary action. In America for example, AIDS victims are protected by a variety of state and local laws that prohibit discrimination against disabled people. AIDS has been typically defined as a legal disability under the Rehabilitation Act of 1997 and is also covered by the 1990 American with Disabilities Act (ADA), which keeps the job of the people with HIV/AIDS and related disabilities. It keeps employees in the workplace, hence motivating and keeping them disciplined. The General and Human Resource Managers should understand the legal implications of HIV/AIDS in the work place and reduce AIDS related discrimination cases which may result in long absences on account of illness and stigma. They should ensure that organizations have the AIDS policy in place.

As pointed out by Benradin & Russel, (1998), abuse of controlled substances is a serious social problem that plagues employers. Its costs include lost productivity, accidents, absenteeism, thefts, increase on-the-job violence, workplace-inability, fist fights and job mistakes. They further state that employees using drugs are 3-6 times more likely to be involved in on-the-job accidents than others. Alcohol abuse too leads to workplace symptoms like; an unexcused and frequent absences, tardiness and early departures, fist fights and poor judgements.

Smoking in the workplace also is one of the volatile issues for human resource professionals today. Growing information on adverse effects of second-hand smoke has led people to call for a ban on smoking in the workplace. Violence in the workplace too has infiltrated homes, community, school and work. Research suggests that both the frequency and severity of work related violence are increasing, usually by disgruntled elements, Bernadin & Russel, (1998). Human Resource Professionals must be aware of the many forms of violence and take steps to decrease it.

According to Seleemi, (1997), managerial scholars agree that labour welfare activities act as motivators and result in higher discipline, productivity and profits. Employee safety and health therefore occupy a pivotal position in personnel management.

In the words of Aluchio, (1998), management is just lately becoming more fully aware of the potential impact of modern technology upon health and safety of workers. In Kenya acts that deal with employee health and safety are: Factories Act Cap 514, Workmen Compensation Act Cap 236, National Social Security Fund (NSSF) Cap 258, National Hospital Insurance Fund (NHIF) Cap 255 and provident funds Act Cap 199.

According to the IDPMT report, HIV/AIDS among civil servants is on the increase. A policy on civil servants infected with the disease is not in place yet. Due to the high risk of HIV and Hepatitis B in Kenya, emphasis should be given to inform workers in the PMOs office about their risks and rights and offer appropriate solutions, compensation and protection to the infected and affected. The Ministry of Health, 2002, in giving guidelines for post-exposure prophylaxis and management of health care workers with accidental exposure to HIV infection states that members of the health profession and Para-medical staff who are in contact with patients and/or clinical materials are at continued risk of infection with HIV from accident sharps injury or exposure to body fluids. It only states the actions to be taken during exposure but has nothing on human resource factors like discrimination, job security or compensation for the

infected. If infected, the officers are prone to be absent, lazy, inefficient and thus indisciplined. They face the normal disciplinary procedure like any other officer.

Gupta, (2003), states that unless the working conditions – lighting, ventilation, cleanliness, temperatures, space, among others, are proper, workers cannot concentrate on work. As a result, productivity will be low. Secondly ill health will cause workers to be absent from work. There will be high rate of absenteeism and turnover. Being the most contingent factor of discipline, the laws enacted on employee health and safety in the civil service do not address the human resource aspects like discipline. Human resource planners in the government should adopt health and safety as an important factor in personnel management.

DISCIPLINE AND PRODUCTIVITY

Having low levels of discipline results into high levels of productivity. If there is poor attendance; absenteeism and/or tardiness, is not managed properly, employee productivity can decline, Gomez-Mjia, Balkin and Cardy, (2004).

Negative discipline requires regular monitoring, causing wastage of valuable time. Punishment also causes resentment and hostility which can lead to reduced productivity. Positive discipline on the other hand promotes co-operation and co-ordination with minimum formal organization, Gupta, (2003). It leads to increased employee motivation and productivity.

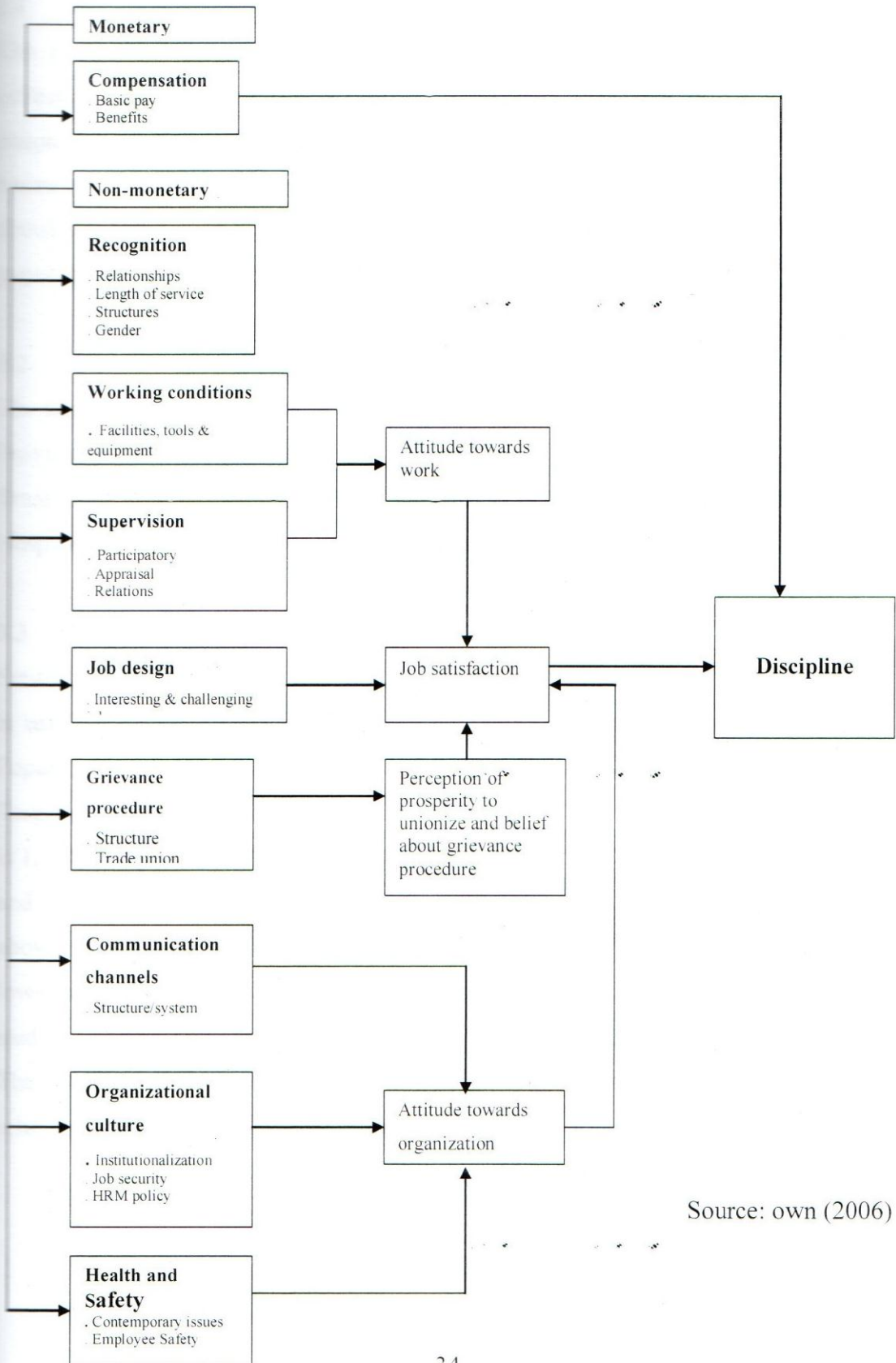
The displacement effect, defined as the number of paid employee - hours needed to process the grievance that otherwise could have been devoted directly to production tasks, (Ketz et.al; 1985), has been shown to be inversely related to productivity Martocchio, Summer, (1995). Martocchio also contends that the worker reaction effect, which refers to a change in employees effort when they perceive that workplace practices are being applied inconsistently or unfairly (Slitchter et al., 1960), lead to undesirable employee behaviour which will affect productivity.

In conclusion, inspite of the concerted effort by the Government to reinforce discipline mainly through salary and allowances, it should be noted that though money is important, it is not the only reward that people seek and that management can use. Reasons for employment are varied, certain people have potentials and skills to sell, others have personal goals to fulfill through work, some for economic reasons and others work for social reasons like status, recognition and self esteem, among others. Gomez-Mejia, Balkin & Cardy, (2004), states that by taking a strategic and proactive approach to the design of human resource management systems, managers can eliminate the need for substantial amount of employee discipline. Human resource programmes designed to use employees' talents and skills effectively reduce the need to resort to discipline to shape employee behaviour.

CONCEPTUAL FRAMEWORK

This study will be guided by the conceptual framework overleaf which is based on the notion that the interplay of the factors above will affect positively or negatively the discipline of civil servants. The relationship between the dependant and independent variables has been noted. The dependant variable is discipline whereas the independent variables are monetary rewards and non-monetary rewards. Attitude towards work, job satisfaction, perception of prosperity to unionise and believe about grievance procedure and attitude towards organization are intervening variables. They serve as a function to the independent variables operating in any situation and helps to conceptualize and explain the influence of the independent variables on the dependant variable.

Factors influencing employee discipline



Source: own (2006)

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

The researcher carried out a survey research design using the qualitative data collection method. Surveys are efficient ways of obtaining information about people's thoughts, opinions and feelings. Qualitative method was used mainly because it presents itself in words and it gives information for comparison and hence decision-making. The population of study was 115,026 workers and the target population was 1,134 members of staff.

3.2 Target Population

The target population of this study comprised of **1,134** civil servants directly under Provincial Medical Office, headquarters, covering: Administration, Regional Transfusion Blood Centre, Kenya Medical Services Agency, Provincial General Hospital and Nakuru District Headquarters.

3.3 Sampling Design And Procedure

Stratified random sampling method was used to obtain a sample. Stratified sampling is used to ensure that different groups of population are adequately represented. Population of the study was all civil servants in Kenya who are 115,026 in number. Target population was civil servants under Provincial Medical office whose number is 1,134. They were stratified into three strata categories namely; the senior, middle and junior levels. The senior level comprised of employees on job group "L" and above, the middle level comprised of employees on job group "H,J and K" and the lower level comprised of employees on Job Group "A" to "G". The subject of the study was drawn from the three strata.

The total sample size was obtained through the formulae suggested by many scholars, like, Kaewesonthi and Harding (1992) which is as follows:

$$n = \frac{z^2 \times pq}{d^2}$$

Where:

n = the desired sample size (if the target population is greater than 10,000)

z = the degree of confidence which in this case is 95% confidence interval

p = stands for the population having the characteristic to be measured (there being no reasonable estimate of $p = 50%$ or $p = 0.5$ is adopted to maximize the expected variance and ensure that the sample is large enough)

$q = 1-p$ (this stands for the population not having the characteristics which in this case is 0.5)

d = stands for the degree of accuracy required (in this case it is set at 5%)

Since the target population for this study is less than 10,000, a smaller sample size can be used without affecting the accuracy. This requires that an adjusted minimum sample size be calculated as below:

$$\underline{n} = n$$

$$1 + (n/N)$$

Where:

n = the adjusted minimum sample size

n = the minimum sample size already calculated above

N = the total population

Using the formulae above, a sample size of 84 was obtained from a target population of 1,134. A stratified sampling technique was used in order to ensure representation of all categories of staff. The table below shows the total population of staff under Provincial Medical Office.

Table 1: Sampling Procedure

CATEGORY OF STRATA	NO	SAMPLE SIZE
1. Senior level	292	21
2. Middle Level	630	47
3. Lower Level	212	16
TOTALS	1,134	84

Proportionate stratified sampling technique was used to ensure proper representation. This was appropriate because it ensured that the three categories of workers in the target population had an equal chance of being selected for the study. To select individual cases for the study, a simple random sampling method was used where each case was assigned a unique number using a table of random numbers.

3.4 Data Collection Methods And Procedure

Both primary and secondary data was used. Primary data was collected from responses of the respondents. Data collected was based on factors that influence discipline in the civil service. It was collected using a questionnaire, which was self-administered. Secondary data on the other hand was collected from existing literature such as Government Acts, Policies and Programmes, civil services circulars, schemes, manuals, and reports/returns. Secondary data was used in addition to primary data to increase the scope and depth of the study. The researcher used Likert type scale to measure the tendencies on the variables.

3.5 Data Analysis

Data was summarized and classified in terms of the variables of the objectives of the study. The responses to various items were coded in a matrix for easy analysis. The data was analyzed using descriptive statistical tools that include the mean, median, mode and standard deviations, which are used to describe a group of subjects. The analysis was done with the aid of statistical package for social sciences (SPSS) tool which was employed to analyze and make conclusion and recommendation from the study. Pearson's correlation coefficient was used to test the two hypotheses.

3.6 Presentation

Tables, charts and graphs were used to represent the response rate and information on variables that the study considered

CHAPTER 4: DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

The researcher mainly concentrated on primary data collected from the field by use of questionnaires. A total number of eighty four (84) questionnaires were distributed to respondents in the Provincial Medical Office, Rift Valley Headquarters, Nakuru. A response rate of 95.2% was obtained as eighty (80) employees responded. The degree of freedom used in all calculations was 95% level of confidence. The response was considered representative since the respondents were drawn from all categories/cadres. The employees were categorized into three cadres namely; the senior cadre; comprising of employees who are on job group "L" and above, the middle cadre; comprising of employees on Job Groups "H, J and K" and the junior cadre; comprising of employees on Job groups "A to G".

Besides specific objectives and hypotheses of the study, there were other variables that were addressed and they are appended for reference in appendix. The data was presented, analyzed and discussed by the use of tables, figures and percentages as indicated below:

4.2 General Findings

Table 4.2.1 Response by Job Group

Job Group	Senior	Middle	Junior	Total	Percentage
L and above	15	-	-	15	18.75
"H-K"	-	47	-	47	58.75
"A-G"	-	-	18	18	22.5
Total	15	47	18	80	100.00

Source: Field Survey 2006

The table above indicates that there were more middle level respondents, "JG" H-K" of 58.8% compared to the senior level, JG "A-G" of 22.5%. This implies that the health professionals who form the bulk of the Ministry of health staff fall within this cadre. This could also indicate that promotion policy is not effective leading to stagnation in the middle level.

The employees in the senior cadre are mainly degree holders with few diploma holders on promotion, those in middle cadre are mainly diploma holders with few fresh graduates and few certificates holders on promotion while the junior cadre is mainly composed of certificate holders with few general workers like clerical officers and subordinate staff. This indicates an overlap of cadres, which is very demotivating because juniors are at times on higher job groups than their seniors. The Government should therefore come up with a clear structure that will streamline the job groups.

Table 4.2.2 Response by department.

Department	Senior	Middle	Junior	Total	Percentage
Medical	6	39	4	49	61.25
Administration	9	5	11	25	31.25
Support staff	-	3	3	6	7.5
Total	15	47	18	80	100.0

Source: Field Survey 2006

As seen in the table above, the medical department with core health providers forms the bulk of the ministry with 61.25% while administration has 31.25% and support staff has 7.5%. Administration and support staffs are service departments. Also the staff rationalization programme that led to the embargo of 1998 on employment of the general staff and the policy on retrenchment has resulted in the reduction of staff in the two departments. Personnel in the departments feel unrecognized and are therefore demoralized, hence the importance of this study.

Table 4.2.3 Response by Gender

Sex	Senior	Middle	Junior	Total	Percentage
Male	11	27	11	49	61.25
Female	4	20	7	31	38.75
Total	15	47	18	80	100.0

Source: Field Survey 2006

As shown in the table above, there were more male respondents of 61.25% while the female respondents were 38.75%. This indicates that most views collected from the study came from men. There is gender disparity at all levels with women being the fewest at the senior level, only four, which is the supervision level. This means that in the provincial medical office, there are less female managers or supervisors. The Government should come up with a gender sensitive policy in training and recruitment of staff. This is more so in professional or technical fields like medical.

Table 4.2.4 Response by age bracket

Age	Senior	Middle	Junior	Total	Percentage
Below 30	2	4	2	8	10.0
31-40	3	16	11	30	37.5
41-50	4	21	5	30	37.5
51 and above	6	6	-	12	15.00
Total	15	47	18	80	100.00

Source: Field Survey 2006

The highest respondents sampled were from the two middle age brackets, that is, between 31-40 and 41-50 years, 75%. As seen earlier, this forms the bulk of the civil service. According to the study, Age brackets responded with length of service. The below 30 years were found to be new recruits and their number is low due to the embargo on recruitment of staff providing non-essential services. The middle age

brackets, 31-40 and 41-50, form the bulk of the civil service. This was established to be due to lack of upward mobility or an effective promotion policy. The older members of staff, over 51 years were found to be few and this was established to be due to lack of mobility from the middle age brackets and the high rate of turnover. Staff turnover is high at this level because as the health providers gain experience and get more training, they become more marketable and leave for “greener” pastures either in private organizations or abroad, where factors influencing discipline like salary and recognition are greatly enhanced. This has also been enhanced by the policy implemented in 2004 where all able bodied professionals cannot resign without losing their benefits until they are eligible for the 50-year-old retirement scheme. The Government should therefore come up with a policy that will address all factors of discipline.

Table 4.2.5 Response by qualification

Highest Qualification	Senior	Middle	Junior	Total	Percentage
Primary	-	-	1	1	1.25
Secondary	-	-	7	7	8.75
Certificate	-	9	7	16	20.0
Diploma	4	26	3	33	41.25
Degree	8	3	-	11	13.75
Other	3	9	-	12	15.0
Total	15	47	18	80	100.0

Source: Field Survey 2006

The respondents showed that they had undertaken professional courses specific to the duties they performed in addition to their academic qualifications. The table indicates that there were more diploma holders, 41.25% followed by certificate holders 20%, other qualifications 15%, degree holders 13.75%, secondary education

8.75% and the least was the primary school leaver, 1.25%. Those with other qualifications have done masters degrees and higher diploma courses. The highest qualification was a masters degree while the lowest was a primary school certificate. From the study, the highest number of the workforce in the Ministry, 97.5% are professionally trained, that is from certificate and above. The Government should set policies and guidelines that will motivate these members of staff so as to increase their efficiency and productivity. In Ministry of Health, it was established that these are the core health providers.

Table 4.2.6 Response by Human Resource Course attended

Response	Senior	Middle	Junior	Total	Percentage
Yes	9	20	1	30	37.5
No	6	27	17	50	62.5
Total	15	47	18	80	100.0

Source: Field Survey 2006

The respondents were asked to state whether they had attended any training on Human Resource Management or a course on supervision of staff. This is important in equipping staff with techniques of handling discipline. As indicated above, most senior members of staff gave YES response, nine (9), while six (6) gave No response. The middle level who form the bulk of the work force had twenty (20) YES and twenty seven (27) NO, while in the junior members of staff, who have more disciplinary cases, had only one staff who had attended while seventeen had not. Fifty respondents, 62.5% had not attended any course while only thirty, 37.5% had attended. This is an indication of lack of emphasis on a training policy on human resource management, which is important in handling discipline. The table also indicates that whenever there is an opportunity for training on human resource management, the senior members of staff are considered more than the other cadres. It was revealed that very little money is budgeted for human resource training as

compared to other items in the budget. The personnel felt that the Government should start taking Human Resource as an important resource like capital and facilities. It should be fully catered for.

Table 4.2.7 Response by terms of service

Terms	Senior	Middle	Junior	Total	Percentage
Permanent	13	44	16	73	91.25
Probation	1	3	1	5	6.25
Temporary	-	-	1	1	1.25
Contract	1	-	-	1	1.25
Total	15	47	18	80	100.0

Source: Field Survey 2006

Table 4.2.7 above shows that a big number of employees, 91.25% are on permanent terms of service. This is because the Government has allowed all members of staff to work on permanent and pensionable terms of service. The five (5), members of staff on probation and one (1) on temporary terms of service should have their terms confirmed and admitted into the permanent and pensionable terms of service after meeting the set requirements. The researcher found out that there is a new policy where all members of staff are eligible for admission into permanent and pensionable terms of service unlike before where members of sub-ordinate staff were serving only one temporary terms of service. This influences discipline positively as members will not risk losing their pension benefits due to indiscipline. Further finding revealed that the only officer on contract was hired after he had attained the mandatory retirement age of fifty five (55) years.

From the study, the researcher established that although the Government puts more emphasis on monetary factors, they cannot motivate a worker without the support of the non-monetary factors. The respondents unanimously agreed that the salary

reviews awarded by the government is too small to make a difference or to lead to job satisfaction. They should be comparable to those of the private sector, which is usually used as the relevant other as envisaged in the Permanent Public Service Remuneration Board (PPSRRB), 2003. It was also established that the civil service managers have never considered factors emanating from outside the organization.

Monetary Rewards

Monetary rewards in this study were measured on a five point range lickert scale using three basic indicators of monetary rewards. The respondents were required to rate their level of agreement or disagreement on the three indicators. Table 4.2.8 summarizes the response.

Table 4.2.8 Monetary Rewards

	1	2	3	4	5	Totals	Mean	Standard Deviation
Adequate basic pay	5	2	2	7	64	80	4.5	1.1
Adequate benefits	3	1	3	12	61	80	4.6	0.9
Structured pay policy	2	5	5	15	53	80	4.4	1.0

Source: Field Survey 2006

1 – Strongly disagree

2 – Disagree

3 – Neither agree nor disagree

4 – Agree

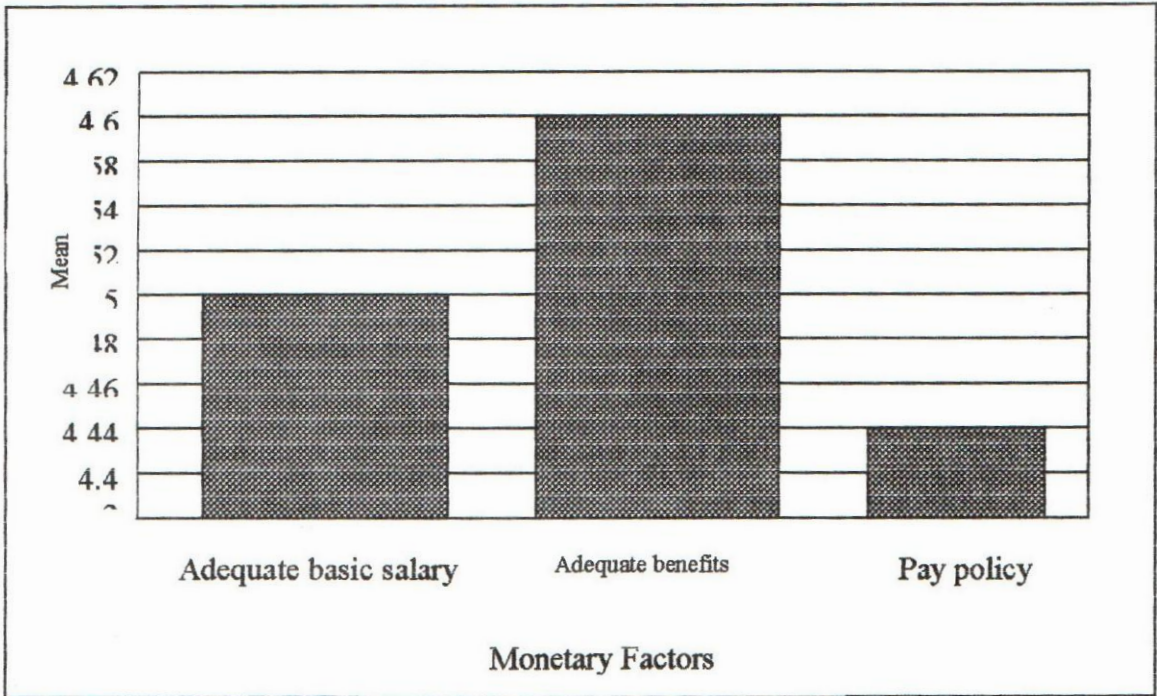
5 – Strongly agree

The above descriptive statistics which is extracted from Section B of the questionnaire shows the respondents view on monetary rewards in the civil service. The results are based on frequencies obtained from monetary variables in Appendix iv. From the above table, majority of the respondents rated monetary rewards highly, above four (4), suggesting that they could wish to get adequate monetary rewards at

their place of work. This could be attributed to the amount of work they performed or they were comparing themselves to their referents like Kenyatta National Hospital, Moi Teaching and Referral Hospital and other private health provision sectors. This means that civil servants will be happier with a human resource policy that puts emphasis on monetary factors as a basis of increasing their morale.

As seen in table 4.2.8 and figure 4.2.1, monetary rewards or compensation are divided into 3 basic variables and the respondents rated them differently. Adequate pay got a mean of 4.5, adequate benefits like pension and allowances got 4.6, while structured pay policy got 4.4. This means that although the respondents generally agreed that monetary rewards contribute to discipline, they preferred adequate benefits to adequate basic salary, while pay policy did not bother them as much though they thought it was important. Most respondents did not actually bother much about pay policy. They just talked of the pay and benefits that goes into their pockets.

Figure 4.2.1 Level of monetary rewards



The Kenya Civil Service emphasizes salary increments more than benefits as seen from the implementation of Kipkulei salary harmonization programme of 1st July 2001. The public service remuneration board, 2003, gave out a structure of increasing salary without reviewing that of allowances. The board should therefore review its pay policy to focus more on benefits. The respondents also indicated dissatisfaction with the inconsistent/selective way the salaries and allowances policies are structured and applied. For example, in ministry of health, non-practice and risk allowances are not given to all medical personnel, causing discontent among the employees.

Non-Monetary rewards

Table 4.2.9 Non-monetary rewards

	1	2	3	4	5	Totals	Mean	Std. Dev.
Organizational recognition policy	6	1	3	10	60	80	4.5	1.1
Adapted family friend policy	13	9	12	28	18	80	3.4	1.4
Interpersonal relations within workgroup	6	1	2	43	28	80	4.1	1.1
Good relations with public and customers	6	3	2	29	40	80	4.2	1.3
Length of service	8	6	10	31	25	80	3.7	1.3
Gender sensitive policy	8	20	7	22	23	80	3.4	1.4
Adequate facilities and equipments	3	6	7	14	50	80	4.2	1.3
Conducive working environment	9	2	6	24	39	80	4.0	1.3
Participatory management	9	2	5	27	37	80	4.0	1.3
Understanding supervisor	12	1	3	28	36	80	3.9	1.4
Fairness in performance Appraisal	11	2	7	22	38	80	3.9	1.4
Interesting and challenging jobs	10	5	6	15	44	80	4.0	1.4
Effective structured grievance handling procedure	3	3	10	16	48	80	4.3	1.2
Affiliation to trade union	14	11	9	18	28	80	3.4	1.5

Effective communication	6	2	5	19	48	80	4.3	1.2
Institutionalized organizational structure	10	5	12	30	23	80	3.6	1.3
Security of tenor	9	5	4	24	38	80	4.0	1.3
Implemented fair HR policy	7	2	2	38	31	80	4.1	1.1
Perceived severity of expected punishment	13	8	21	20	18	80	3.3	1.4
Policy on contemporary issues e.g. HIV	8	3	7	27	35	80	4.0	1.3
Policy on employees safety	6	3	4	20	47	80	4.2	1.2

Source: field Survey 2006

1 – Strongly disagree

2 – Disagree

3 – Neither agree nor disagree

4– Agree

5– Strongly agree

Table 4.2.9 was extracted from Section B of the questionnaire and it shows the results of non-monetary rewards as recorded in Appendix IV. Descriptive statistics showing the respondents' view on non-monetary rewards indicates that although the respondents rated all the twenty one (21) indicators of non-monetary rewards above average, there was some slight differences among them. This indicates that there were some indicators of non-monetary rewards like organizational recognition 4.5, adequate facilities 4.2, effective communication 4.3, grievance handling procedure 4.3 and employee safety 4.2 that were very important to them. However, the others still make a significant contribution to the overall non-monetary rewards. They were all rated above average, 3.0. This means that any organization that wants to motivate and keep disciplined its employees needs to consider these factors. Civil service management should therefore put emphasis on them.

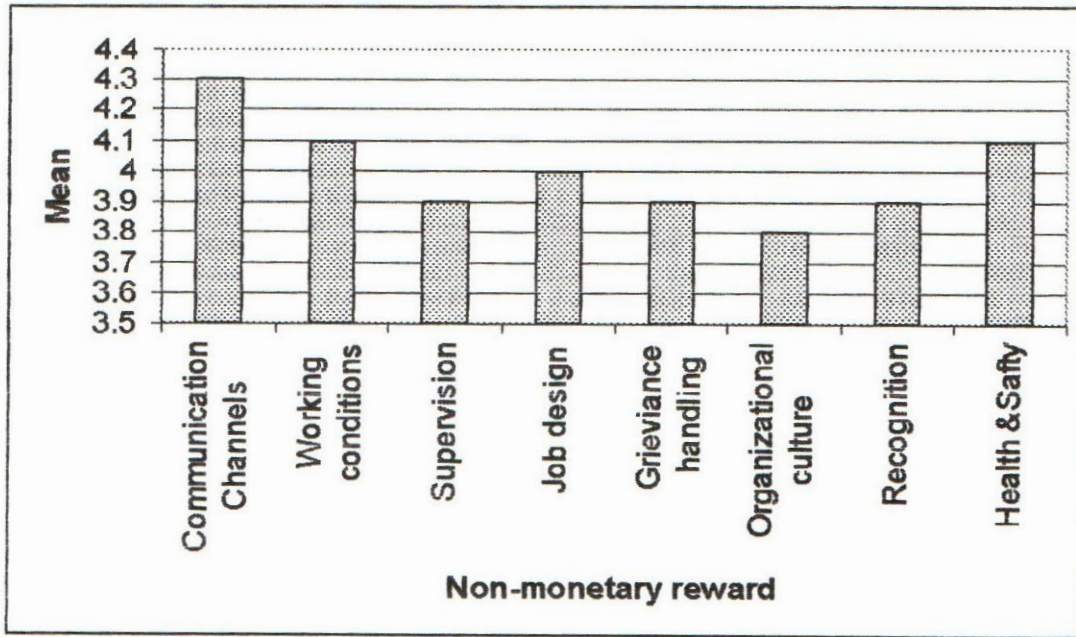
After re-grouping the monetary rewards according to the conceptual framework, the study further revealed that employees rate the non-monetary rewards into different levels as indicated in Table 4.2.10 and figure 4.2.1 below.

Table 4.2.10 Grouping of non-monetary rewards

	1	2	3	4	5	Total	Mean	Std. Dev.
Recognition	7	8	6	27	32	80	3.9	1.3
Working conditions	6	4	7	19	44	80	4.1	1.3
Supervision	10	3	5	25	37	80	3.9	1.4
Job Design	10	5	6	15	44	80	4.0	1.4
Grievance Procedure	8	7	10	17	38	80	3.9	1.4
Communication Channels	6	2	5	19	48	80	4.3	1.2
Organizational Culture	10	5	10	28	27	80	3.8	1.3
IHealth and Safety	7	3	6	23	41	80	4.1	1.3

Source: field Survey 2006

FIGURE 4.2.2: levels of non-monetary rewards



According to Table 4.2.10 and figure 4.2.2, the most outstanding non-monetary reward was communication channels at 4.3, while the least was organizational culture at 3.8. This points to the fact that the Government and its managers should be

well versed with the non-monetary factors so as to give priority to the most important ones first. They should avoid blanket application.

Discipline

Given the way respondents had rated monetary and non-monetary rewards that they could wish to be awarded by the civil service, the study sort to establish how they felt this could affect discipline. Seven common disciplinary areas of employment were used as shown in Section C of the questionnaire. Table 4.2.11 summarizes their response.

Table 4.2.11 Discipline

	1	2	3	4	5	Mean
Absenteeism	7	3	2	29	39	4.13
Corruption	6	1	10	16	47	4.21
Sleeping on the job	14	12	9	18	27	3.40
Alcohol and drug abuse	8	3	7	27	35	3.98
Practicing private business	6	4	4	19	47	4.21
Inconsistency of work	9	6	11	30	24	3.68
Insubordination	8	21	7	22	22	3.36

Source: Field Survey 2006

Table 4.2.11 indicates that the respondents rated change in discipline above average if their monetary and non-monetary rewards are adequately awarded as discussed earlier. This suggests that employees are more likely to be self/positively disciplined when they are adequately rewarded. On the other hand, this means that if inadequately rewarded, they would be indisciplined or negatively disciplined.

Relationship between rewards and discipline

This study sought to establish the relationship between rewards, (monetary and non-monetary), and discipline in the civil service. Therefore, the study developed two hypotheses testing each of the rewards and its relationship with discipline.

From the lickert scale, each indicator for each variable was scored on a scale of 1 to 5. A total score of each variable for each respondent was computed by summing up individual scores of each indicator. For example, the individual scores for the three indicators of monetary rewards were added up to form a monetary reward score, which varied between 3, indicating strongly disagree or least adequate and 15, indicating strongly agree or very adequate monetary rewards. For non-monetary rewards, the score varied between 21 and 105. 21 indicating strongly disagree or least adequate, while 105 indicating strongly agree or very adequate. For discipline, the total score varied between 7, indicating strongly disagree or low levels of discipline and 35 indicating strongly agree or high levels of discipline. The mean and standard deviation were calculated from these figures.

Hypothesis 1 There is no relationship between monetary rewards and discipline

Person's correlation coefficient was used to test the relationship between monetary rewards and discipline. Correlation analysis is used to determine the strength and direction of relationships between two quantifiable variables, independent and dependent. In this case, the independent variables were monetary rewards while the dependent variable was discipline. Table 4.2.12 shows the correlation coefficient matrix between monetary rewards and discipline.

Table 4.2.12 Correlation coefficient matrix between monetary rewards and discipline

		monetary reward score	discipline score
monetary reward scope	Pearson Correlation	1	.036
	Sig. (2-tailed)	.	.750
	N	80	80
discipline score	Pearson Correlation	.036	1
	Sig. (2-tailed) – <i>p</i> value	.750	.
	N	80	80

p > 0.05 sig. Level

As seen in Table 4.2.12, there is a positive non-significant relationship between monetary rewards and discipline, ($p > 0.05$). The null hypothesis: There is no relationship between monetary rewards and discipline is therefore rejected. There is a relationship between monetary rewards and discipline, though not significant. This suggests that though adequate monetary rewards are likely to lead to an increase in discipline, it cannot do this on its own. It needs the support of other factors. Most respondents implied they deserved the monetary raise they received anyway. Others felt the Government has never compensated them enough anyway. Hence to boost their morale and increase their levels of discipline, other factors should be used together with monetary.

The general observation drawn from this study is that the human resource policy in the civil service tends to formulate policies inclined more toward monetary rewards, ignoring the other crucial rewards and factors assuming one category can replace the other. They generally concentrate on monetary rewards at the expense of non-monetary or other factors to the extent that when faced with a morale problem, the typical solution is to award higher pay and more benefits. However, these simplistic solutions never really work. That is why, the civil service management is often perplexed when after such revisions, employees still display tendencies of low

motivation and indiscipline. The solution lies on balancing monetary rewards with other categories of factors as much as possible.

Hypothesis 2

There is no relationship between non-monetary rewards and discipline.

Pearson's correlation coefficient was used to test the relationship between non-monetary rewards and discipline. In this case, the independent variable was monetary reward while the dependant variable was discipline. Table 4.2.13 shows the correlation coefficient matrix between non-monetary rewards and discipline.

Table 4.2.13 Correlation coefficient matrix between non-monetary rewards and discipline

		non monetary reward score	discipline score
non monetary reward score	Pearson Correlation	1	.917(**)
	Sig. (2-tailed)	.	.000
	N	80	80
discipline score	Pearson Correlation	.917(**)	1
	Sig. (2-tailed) – <i>p</i> value	.000	.
	N	80	80

** Correlation is significant at the 0.01 level (2-tailed).

p < 0.01 sig. level

Table 4.2.13 shows a correlation coefficient matrix between non-monetary rewards and discipline. From the table, there is positive and significant relationship between non-monetary rewards and discipline, (*p* < 0.01). The null hypothesis: there is no relationship between non-monetary rewards and discipline is therefore rejected. This suggests that adequate non-monetary rewards are more likely to lead to discipline. In the civil service too, employees discipline will be significantly influenced by non-monetary rewards. Any organization that wants to motivate and keep disciplined its employees needs to consider these factors which are present in and outside the work environment or the organization. Civil service management should therefore put more emphasis on them.

Comparison of Monetary and Non-Monetary Rewards with Discipline

When comparing monetary and non-monetary rewards with discipline the study showed that non-monetary rewards play a significant role in influencing the level of discipline of the workers than just monetary rewards alone. Evidence from the Kenya Civil Service is that it's the higher echelon who are highly paid and yet very much involved in malpractices at their places of work, which are more likely to lead to indiscipline.

Summary of other factors

Table 4.2.14 Other factors

Quiz No.	Response	Senior		Middle		Junior		Totals	
			%		%		%		%
25	Yes	9	60	38	80.85	14	77.78	61	76.25
	No	6	40	9	19.15	4	22.22	19	23.75
	Totals	15	100.0	47	100.0	18	100.0	80	100.0
26.	Yes	11	73.3	38	80.85	10	55.56	59	73.75
	No	4	26.7	9	19.15	8	44.44	21	26.25
	Totals	15	100.0	47	100.0	18	100.0	80	100.0
27.	Yes	2	13.33	10	21.28	3	16.67	15	18.75
	No	13	86.67	37	78.72	15	83.33	65	81.25
	Totals	15	100.0	47	100.0	18	100.0	80	100.0

Source: Field Survey 2006

No = Those who filled

Yes = Those who did not fill

Other factors found out from this study were extracted from Section B, Questions 25 – 27 of the questionnaire. In question 25, the respondents were asked to note down other factors that they thought affected discipline in the civil service. 76.25% noted while 23.75% did not. The study revealed that although most respondents repeated the factors already covered by the tool, some pointed out other factors that had not been covered. The new factors listed were found to be in plant factors or factors from outside the organization and were listed as:

- 1) Socio-economic status of the employee
- 2) Cultural background of the employee
- 3) Family
- 4) Genetic make-up of an employee
- 5) Environment in which the organization operates
- 6) Factors used in referent or other organizations
- 7) Politics of the day
- 8) Tribalism and nepotism
- 9) Corruption
- 10) God father syndrome
- 11) Understanding the recruits

The respondents indicated that the government only tries to use inplant factors in employee motivation. They felt that outplant factors should be incorporated and synchronized with the inplant to bring out a balanced human resource policy on discipline. On how discipline can be improved at the workplace, question 26, 73.75% responded while 26.25% did not. Respondents felt that only a total overhaul of the national policy on human resource management can improve discipline at their workplace. Among others, they advocated for;

- 1) Active disciplinary committees upto the grassroots
- 2) Speed in handling disciplinary cases
- 3) Strengthening of the code of regulations
- 4) More staff meetings

- 5) More funding for human resource training
- 6) Building team work
- 7) Output based pay
- 8) Ban practice of private business
- 9) Guidance and counseling sessions
- 10) Regular monetary and evaluation
- 11) Districts to hire and fire
- 12) Decrease the salary and allowance disparity

The respondents were finally asked to write down any other issues that they had observed concerning discipline at their workplace that was not covered in the questionnaire, question 27. Only 18.75% gave other issues while 81.25% felt everything had been covered. Some of the issues raised were;

- 1) Democracy at the workplace
- 2) Monitoring and evaluation
- 3) Time keeping
- 4) Code of ethics
- 5) Contract performance

CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses and summarizes the major findings of the research carried out based on the objectives of the study. It includes the researcher's recommendations, based on the findings of the study, and gives suggestions for further research to be carried out on this study. It is important for organizations to regularly assess their human resource management policy in order to be able to have a basis for the development of a strategy that will enhance discipline of its employees. The high discipline levels will lead to increased efficiency and effectiveness, leading to high productivity.

5.2 Findings

Based on the objectives and test of the hypotheses, the study came up with a number of very important findings, which include the following:

1. There is a positive non-significant relationship between monetary rewards and the level of discipline among civil servants in Kenya as confirmed by Table 4.2.12. It further established that though employees are concerned about both the basic salary, benefits and pay policy as a control of discipline, they feel that some more emphasis should be put on benefits at a mean of 4.6 as compared to basic pay, 4.5 and pay policy at 4.4 as seen in table 4.2.8.
2. There is a significant positive relationship between non-monetary rewards and discipline as shown on Table 4.2.13. The research also established that the respondents rate these non-monetary factors differently. The most outstanding was communication channels at 4.3 while the least was organizational culture at 3.8 – Figure 4.2.1.

3. In comparing monetary and non-monetary rewards, and discipline, the employees put more emphasis on non-monetary rewards than on monetary rewards as shown on tables 4.2.12 and 4.2.13.
4. It was also established that there are other factors that influence discipline that should be considered by employers when formulating disciplinary policies. From section B, questions 25-27, the respondents gave a list of other factors. Response was recorded as per table 4.2.11. The researcher established from the respondents that like the covered in-plant factors, out-plant factors like socio-economic status, culture, family and genetic structure of an employee and policies of other organizations also have a relationship with discipline in the civil service.

5.3 Conclusions and Recommendations

The findings above lead us to make the following conclusions:

1. Although monetary rewards are important in improving discipline in place of work, there are other important and significant factors that influence discipline.
2. Non-monetary rewards influence the day to day employment environment of the workers and thus contributing a lot of discipline of the workers.
3. Other factors, though not always recognized by management, are at play in influencing discipline in the civil service. These are factors emanating from outside the organization or out plant factors.
4. That when put together, discipline in the civil service is positively influenced by both monetary and non-monetary rewards, the difference between them being that the influence of monetary is positive but non significant while that of non-monetary is positive and significant, tables 4.2.12 and 4.2.13 refers. Therefore, using one may not achieve much in helping the Government achieve its goals as stipulated in the public service reforms programme,

1994, which starts with having a disciplined and therefore effective civil service.

Based on the above conclusion, the following recommendations were made.

- (1) There is need for the Government to harmonize monetary rewards with the general working environment of employees in order to improve discipline. This means that there is need to review the Human resource Policy in the civil service in order to be employee friendly so as to reduce the need for discipline.
- (2) There is need for the Government to recognize and prioritize the non-monetary rewards. This will help the Government to implement the crucial ones first so as to motivate and give workers job satisfaction. This will influence the level of discipline.
- (3) In order for the Government to be current and competitive, it should include other contemporary or out plant factors that are new in the area of discipline like socio-economic background of the employee.
- (4) It is clear from the study that the Government has been using monetary reward more, witnessed in the past salary reviews, with minimum success. There should be a balance by combining all the factors and rating them effectively.
- (5) It is also recommended that the Government should consistently review and re-evaluate its human resource policy and that the policy should be consistent with the current trends, attainable and sustainable. The Government should move from hard HRM to soft HRM, from the traditional personnel management to the contemporary HRM both in name and practice. This will help gain a competitive advantage through the workforce, which the Government envisages in its pursuance of National Development Strategy.

5.4 Future Research

The human resource is a very important resource in any organization. The researcher conducted a study on the factors influencing discipline among Kenya Civil Servants and from the findings of the study, there is need for further research in the following areas:

- 1) A similar study should be carried out to establish the effects of both monetary and non-monetary factors on the discipline of different cadres in the civil service.
- 2) A study to establish effects of out-plant factors on discipline in the civil service should be carried out.
- 3) A comparative study on factors affecting discipline in the private sector as compared to those in the public sector should be carried out.
- 4) Another research similar to this one should be carried out in a different environment, for instance, a different ministry.

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APPENDIX I EMPLOYEE QUESTIONNAIRE

SECTION A

Personal Background Information

Please carefully read the Questions and give your answers by ticking (/) in the correct Box, unless otherwise requested.

1) Tick your Section/Department.

- | | | |
|--|---|---|
| <input type="checkbox"/> Medical | <input type="checkbox"/> Nursing | <input type="checkbox"/> Administration |
| <input type="checkbox"/> Public Health | <input type="checkbox"/> Medical Laboratory | <input type="checkbox"/> Health Records |
| <input type="checkbox"/> Information | <input type="checkbox"/> Physiotherapy | <input type="checkbox"/> Support Staff |
| <input type="checkbox"/> Medical Engineering | | |
| <input type="checkbox"/> Radiography | Other..... | |

2) Gender: Male Female

3) Age bracket

- below 30 31-40 41-50 51 and above.

4) Your job group and position. 'JG'.....

- Senior level cadre Middle Level Cadre
 Lower Level cadre

5) Your highest academic Qualification

	Year
Primary Certificate	_____
Secondary Certificate	_____
Certificate Course	_____
Diploma Course	_____
Degree	_____
Other	_____

6) Have you attended any training on Human Resource Management or a course in Supervision of staff?

Yes

No

7) Your terms of service

Permanent

Probation

Contract

Temporary

SECTION B

For each of the following factors, please tick (✓) as per the key below to indicate to what extent you agree or disagree that the factors apply in the civil service.

- (1) SD = Strongly Disagree
 (2) D = Disagree
 (3) NAD = Neither agree nor disagree
 (4) A = Agree
 (5) SA = Strongly Agree

		1	2	3	4	5
1)	Establishing a structured pay policy					
2)	Providing adequate basic pay					
3)	Providing adequate benefits (e.g. allowances, bonuses and pension)					
4)	Establishing an equitable organizational recognition policy (e.g. through fair promotion, training and educational programmes)					
5)	Adapting a family friendly policy					
6)	Presence of interpersonal relations within a work group (friendly and co-operative co-workers)					
7)	Establishing good relations structure between employees, the public and customers					
8)	Having a fair and effective disciplinary policy based on length of service					
9)	Having a gender sensitive policy					
10)	Availability of adequate facilities with working tools and equipment					
11)	Providing conducive working environment (e.g.					

	clean, attractive and well ventilated surroundings)					
12)	Practicing participative management by including employees in decision making					
13)	Having an understanding and friendly supervisor					
14)	Fairness in performance appraisal					
15)	Having an interesting and challenging job (with worker participation, job enrichment, rotation and job enlargement)					
16)	Having an effective formal/structured policy on grievance handling procedure within which employees readily air their views					
17)	Affiliation to a trade union					
18)	Establishing an effective communication system					
19)	Presence of institutionalized organizational culture (Accepted organizational behaviour, norms and beliefs)					
20)	Presence of security of tenure and protection against reduced living standards (Job security)					
21)	Having and implementing a fair human resource management policy					
22)	Perceived severity of expected punishment					
23)	Having a policy on the major contemporary issues affecting the health of the employee (HIV/AIDS, drug and substance abuse, alcohol abuse, smoking and work-place violence)					
24)	Having a policy on employee safety (modern technology, safe machines, and safe use and disposal of supplies)					

25) Please note down other factors that you think affect discipline

(26) Explain in your own words how discipline can be improved at your work place

(27) Please write down any other issues you have observed concerning discipline at your work place that are not covered in the questionnaire

SECTION C

Given the way you have responded in Section B above, please tick (✓) as per the key below to indicate to what extent you agree or disagree that discipline in the following key areas should improve.

- (1) SD = Strongly Disagree
- (2) D = Disagree
- (3) NAD = Neither agree nor disagree
- (4) A = Agree
- (5) SA = Strongly Agree

	1	2	3	4	5
Absenteeism					
Corruption					
Sleeping on the job					
Alcohol and drug abuse					
Practicing private business during official hours					
Inconsistence of work					
Insubordination					

APPENDIX II – Frequencies on background information

Job Group

JG	Frequency	Percentage
L and above	15.0	18.75
H to K	47.0	58.75
A to G	18.0	22.5
Total	80.0	100.0

Department

Department	Frequency	Percentage
Core medical	49.0	61.25
Administration	25.0	31.25
Support Staff	6.0	7.5
Total	80.0	100.0

Gender

Sex	Frequency	Percentage
Male	49.0	61.25
Female	31.0	38.75
Total	80.0	100.0

Age Bracket

Age	Frequency	Percentage
Below 30	8.0	10.0
31 – 40	30.0	37.5
41-50	30.0	37.5
51 and above	12.0	15.0
Total	80.0	100.0

Qualification

Highest Qualification	Frequency	Percentage
Primary	1.0	1.25
Secondary	7.0	8.75
Certificate	16.0	20.0
Diploma	33.0	41.25
Degree	11.0	13.75
Other	12.0	15.0
Total	80.0	100.0

Human Resource Course

Response	Frequency	Percentage
Yes	30.0	37.5
No	50.0	62.5
Total	80.0	100.0

Terms of service

Terms	Frequency	Percentage
Permanent	73.0	91.25
Probation	5.0	6.25
Temporary	1.0	1.25
Contract	1.0	1.25
Total	80.0	100.0

APPENDIX III – Frequency of monetary and non-monetary variables

Established structured pay policy

	Frequency	Percentage
Strongly Disagree	2.0	2.5
Disagree	5.0	6.25
NAD	5.0	6.25
Agree	15.0	18.75
Strongly agree	53.0	66.25
Total	80.0	100.0

Adequate basic salary

	Frequency	Percentage
Strongly Disagree	5.0	6.25
Disagree	2.0	2.5
NAD	2.0	2.5
Agree	7.0	8.75
Strongly agree	64.0	80.0
Total	80.0	100.0

Adequate benefits

	Frequency	Percentage
Strongly Disagree	3.0	3.75
Disagree	1.0	1.25
NAD	3.0	3.75
Agree	12.0	15.0
Strongly agree	61.0	76.25
Total	80.0	100.0

Equitable organizational recognition policy

	Frequency	Percentage
Strongly Disagree	6.0	7.5
Disagree	1.0	1.25
NAD	3.0	3.75
Agree	10.0	12.5
Strongly agree	60.0	75.0
Total	80.0	100.0

Adapted family friendly policy

	Frequency	Percentage
Strongly Disagree	13.0	16.25
Disagree	9.0	11.25
NAD	12.0	15.0
Agree	28.0	35.0
Strongly agree	18.0	22.5
Total	80.0	100.0

Interpersonal relations in work group

	Frequency	Percentage
Strongly Disagree	6.0	7.5
Disagree	1.0	1.25
NAD	2.0	2.5
Agree	43.0	53.75
Strongly agree	28.0	35.0
Total	80.0	100.0

Good relations structure between employees, public and customers

	Frequency	Percentage
Strongly Disagree	6.0	7.5
Disagree	3.0	3.75
NAD	2.0	2.5
Agree	29.0	36.25
Strongly agree	40.0	50.0
Total	80.0	100.0

Policy on length of service

	Frequency	Percentage
Strongly Disagree	8.0	10.0
Disagree	6.0	7.5
NAD	10.0	12.5
Agree	31.0	38.75
Strongly agree	25.0	31.25
Total	80.0	100.0

Gender sensitive policy

	Frequency	Percentage
Strongly Disagree	8.0	10.0
Disagree	20.0	25.0
NAD	7.0	8.75
Agree	22.0	27.5
Strongly agree	23.0	28.75
Total	80.0	100.0

Adequate facilities, equipment and tools

	Frequency	Percentage
Strongly Disagree	3.0	3.75
Disagree	6.0	7.5
NAD	7.0	8.75
Agree	14.0	17.5
Strongly agree	50.0	62.5
Total	80.0	100.0

Conducive working environment

	Frequency	Percentage
Strongly Disagree	9.0	11.25
Disagree	2.0	2.5
NAD	6.0	7.5
Agree	24.0	30.0
Strongly agree	39.0	48.75
Total	80.0	100.0

Participatory management

	Frequency	Percentage
Strongly Disagree	9.0	11.25
Disagree	2.0	2.5
NAD	5.0	6.25
Agree	27.0	33.75
Strongly agree	37.0	46.25
Total	80.0	100.0

Understanding supervisor

	Frequency	Percentage
Strongly Disagree	12.0	15.0
Disagree	1.0	1.25
NAD	3.0	3.75
Agree	28.0	35.0
Strongly agree	36.0	45.0
Total	80.0	100.0

Fairness in performance Appraisal

	Frequency	Percentage
Strongly Disagree	11.0	13.75
Disagree	2.0	2.5
NAD	7.0	8.75
Agree	22.0	27.5
Strongly agree	38.0	47.5

Interesting and challenging jobs

	Frequency	Percentage
Strongly Disagree	10.0	12.5
Disagree	5.0	6.25
NAD	6.0	7.5
Agree	15.0	18.75
Strongly agree	44.0	55.0
Total	80.0	100.0

Effective structured grievance handling procedure

	Frequency	Percentage
Strongly Disagree	3.0	3.75
Disagree	3.0	3.75
NAD	10.0	12.5
Agree	16.0	20.0
Strongly agree	48.0	60.0
Total	80.0	100.0

Affiliation to trade union

	Frequency	Percentage
Strongly Disagree	14.0	17.5
Disagree	11.0	13.75
NAD	9.0	11.25
Agree	18.0	22.5
Strongly agree	28.0	35.0
Total	80.0	100.0

Effective communication

	Frequency	Percentage
Strongly Disagree	6.0	7.5
Disagree	2.0	2.5
NAD	5.0	6.25
Agree	19.0	23.75
Strongly agree	48.0	60.0
Total	80.0	100.0

Institutionalized organizational structure

	Frequency	Percentage
Strongly Disagree	10.0	12.5
Disagree	5.0	6.25
NAD	12.0	15.0
Agree	30.0	37.5
Strongly agree	23.0	28.75
Total	80.0	100.0

Security of tenor

	Frequency	Percentage
Strongly Disagree	9.0	11.25
Disagree	5.0	6.25
NAD	4.0	5.0
Agree	24.0	30.0
Strongly agree	38.0	47.5
Total	80.0	100.0

Implemented fair HR policy

	Frequency	Percentage
Strongly Disagree	7.0	8.75
Disagree	2.0	2.5
NAD	2.0	2.5
Agree	38.0	47.5
Strongly agree	31.0	38.75
Total	80.0	100.0

Perceived severity of expected punishment

	Frequency	Percentage
Strongly Disagree	13.0	16.25
Disagree	8.0	10.0
NAD	21.0	26.25
Agree	20.0	25.0
Strongly agree	18.0	22.5
Total	80.0	100.0

Policy on contemporary issues e.g HIV

	Frequency	Percentage
Strongly Disagree	8.0	10.0
Disagree	3.0	3.75
NAD	7.0	8.75
Agree	27.0	33.75
Strongly agree	35.0	43.75
Total	80.0	100.0

Policy on employees health and safety

	Frequency	Percentage
Strongly Disagree	6.0	7.5
Disagree	3.0	3.75
NAD	4.0	5.0
Agree	20.0	25.0
Strongly agree	47.0	58.75
Total	80.0	100.0

APPENDIX IV –Frequencies of discipline

Absenteeism

	Frequency	Percentage
Strongly Disagree	7.0	8.8
Disagree	3.0	3.8
NAD	2.0	2.5
Agree	29.0	36.3
Strongly Agree	39.0	48.8
Total	80.0	100.0

Corruption

	Frequency	Percentage
Strongly Disagree	6.0	7.5
Disagree	1.0	1.3
NAD	10.0	12.5
Agree	16.0	20.0
Strongly Agree	47.0	58.8
Total	80.0	100.0

Sleeping on the job

	Frequency	Percentage
Strongly Disagree	14.0	17.5
Disagree	12.0	15.0
NAD	9.0	11.3
Agree	18.0	22.5
Strongly Agree	27.0	33.8
Total	80.0	100.0

Alcohol and drug abuse

	Frequency	Percentage
Strongly Disagree	8.0	10.0
Disagree	3.0	3.8
NAD	7.0	8.8
Agree	27.0	33.8
Strongly Agree	35.0	43.8
Total	80.0	100.0

Operating a private business during official hours

	Frequency	Percentage
Strongly Disagree	6.0	7.5
Disagree	4.0	5.0
NAD	4.0	5.0
Agree	19.0	23.8
Strongly Agree	47.0	58.8
Total	80.0	100.0

Inconsistency of work

	Frequency	Percentage
Strongly Disagree	9.0	11.3
Disagree	6.0	7.5
NAD	11.0	13.8
Agree	30.0	37.5
Strongly Agree	24.0	30.0
Total	80.0	100.0

Insubordination

	Frequency	Percentage
Strongly Disagree	8.0	10.0
Disagree	21.0	26.3
NAD	7.0	8.8
Agree	22.0	27.5
Strongly Agree	22.0	27.5
Total	80.0	100.0