Impact of workplace discipline on organisational performance at a selected chemical organisation in KwaZulu-Natal, South Africa

By

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Dedication

"I am convinced of this very thing: that he who began a good work in you will carry it on to completion until the day of Christ Jesus" (Philippians 1:6). The entire thesis is dedicated to the Almighty God for seeing me through this journey. Also, part of the thesis is dedicated to my family for their various support.

Acknowledgement

Abstract

In today's competitive environment, workplace discipline has been considered an important strategy that influences positively organisational performance. Although workplace discipline has received scholarly interest from both organisational researchers and human resource management practitioners, arguably, there is still a paucity of research on the impact of workplace discipline on organisational performance in KwaZulu-Natal. Therefore, this study aimed to investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas. The study adopted descriptive and exploratory research to describe and provide in-depth knowledge about the subject. The mixed methods approach was employed to collect and analyse the quantitative and qualitative data. Stratified and purposive sampling techniques were used to select 291 participants from a population of approximately 1200 Sappi Saiccor, Umkomaas employees in KwaZulu Natal. An online questionnaire and structured interview grid were used to collect the data. The Statistical Package for the Social Sciences (SPSS) (version 27.0) was used to analyse the quantitative data while the qualitative data was analysed using NVivo (version 12.0). The quantitative results revealed that there is a strong positive relationship between workplace discipline and organisational performance. Similarly, the qualitative findings affirmed that workplace discipline positively impacted organisational performance at Sappi Saiccor. Additionally, the quantitative and qualitative findings revealed a positive relationship between workplace discipline and employee relationships. Moreover, the quantitative and qualitative results showed a significant relationship between organisational performance and COVID-19. Besides, the results of this quantitative and qualitative study found a positive relationship between workplace discipline and the impact of COVID-19. The scope of the study was limited to the impact of workplace discipline on organisational performance at Sappi Saiccor mill, Umkomaas in KwaZulu-Natal, South Africa. The study recommends that employers must be consistent during disciplinary processes and communicate properly the organisational rules and procedures.

Keywords Workplace discipline; organisational performance; COVID-19; employee relationships, industrial relations

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List of abbreviations

ANOVA: Analysis of Variance

BCEA: Basic Conditions of Employment Act

CCMA: Commission for Conciliation Mediation and Arbitration

DRC: Democratic Republic of Congo

EAPs: Employee Assistance Programs

EEA: Employment Equity Act

GCG: Good Corporate Governance

HOD: Head of Department

HPWS: High Performance Work Systems

HR: Human Resources

HRM: Human Resources Management

HRMP: Human Resource Management Practices

ILO: International Labour Organisation

IR: Industrial Relations

IT: Information Technology

KZN: KwaZulu-Natal

LRA: Labour Relations Act

MWFH: Mandatory Work From Home

OHSA: Occupational Health and Safety Act

P-E fit: Person Environment fit

RBV: Resource Based View

SA: South Africa

SADC: Southern African Development Community

SLT: Social Learning Theory

SMART: Specific, Measurable, Achievable, Realistic and Time limit

SPSS: Statistical Package for the Social Sciences

TQM: Total Quality Management

TUs: Trade Unions

UN: United Nations

WFH: Work From Home

WHO: World Health Organisation

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Chapter One

General Overview of the Study

1.1 Introduction

Workplace discipline remains a major linchpin of any organisation's performance and development (Maryani, Entang & Tukiran, 2021:6). Moreover, Maryani et al. (2021) postulate that recent evidence suggests that organisations have the potential to achieve their objectives if they a disciplined workforce. According to Knight and Ukpere (2014), workplace discipline contributes to a change in the individual, enhancing productivity and work efficiency. Despite the importance and contribution of workplace discipline worldwide, research (Ballard & Easteal, 2018; Nduka, Okorie & Ikoro, 2019; Sukmana, Pertiwi, Ketut Sirna, Sulistyo & Susanto, 2021) shows that, globally, most of the organisations are faced with significant challenges of how to ensure employee compliance with organisational rules, regulations and procedures. Several reasons were cited for the lack of compliance with organisational rules and procedures. To address the challenges of workplace discipline, management should consistently and fairly invoke disciplinary procedures on employees (Sukmana et al., 2021:329-330). This research examines the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu Natal.

This study investigated the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas, KwaZulu-Natal. This chapter provided a general overview of the study. It began with the background of the study followed by the problem statement. It continued with the aim of the study. Also, the chapter outlined the research questions and research objectives of the study. Further, the chapter outlined the significance of the study. Besides, it presented the preliminary literature review and research methodology. Lastly, it presented a summary or outline of the various chapters and the conclusion.

1.2 Background of the study

According to Nduka, Okorie and Ikoro (2019:4), South African organisations have been marred with incessant disciplinary challenges, especially since 1994 over unsatisfactory organisational

performance. Coetzee and Steyn (2017:33) stated that the authority to set standards of conduct in the workplace has always been an integral part of the managerial prerogative. The authority to discipline has always existed and dates as far as the Roman society where the *pater familias* exercised the power of life or death over the members of their *domus* (Chai, Ismail & Khan, 2021:55). In terms of the common law, the master had the authority to discipline the servant. This tradition continued to the authority exercised by the feudal lord over the serf and the master over his journeyman in the guild. However, Knight and Ukpere (2014:585) stated that there has been a departure from the authoritarian disciplinary approach in favour of a more civilised employer-employee relationship to a modern method of discipline.

According to Razak, Sarpan and Ramlan (2018:66), workplace discipline is a tool used by the employer to improve organisational performance, maintain workplace harmony and employment relationships. For this study, workplace discipline is the "compliance and obedience with organisational rules and procedures to produce a controlled performance" (Nduka, Okorie & Ikoro, 2019:5). On the other hand, Coetzee and Steyn (2017:12) defined organisational performance as the actual output or results of an organisation as measured against its intended outputs (goals and objectives). Further, Coetzee and Steyn (2017:36) stated that organisational performance involves the use of resources to achieve organisational goals and standards efficiently. In addition, the achievement of these goals and standards in the organisation requires employees who obey the instructions of their employers (Chai et al., 2021::56). According to Ballard and Easteal (2018:103), obedient employees have an increased performance compared to those who do not obey the instructions of their employers. The discourse of workplace discipline as argued by Knight and Ukpere (2014:589) may create unconducive employment relationships rather than workplace discipline rectifying and restoring order at the workplace. According to Otto and Ukpere (2020:217), effective management of workplace discipline is still a challenge in the current employment relationships and the primary source of conflict at work. Notwithstanding that, disciplinary issues in most organisations have been handled in a way that creates conflict and hatred in the workplace (Mokgolo & Dikotla, 2021:12).

1.3 Problem statement

According to Kurniawan and Heryanto (2019:89), there has been an increase of disciplinary challenges in South African organisations since 1994 over poor organisational performance.

Often, employees and trade unions react negatively to management's attempts to punitive disciplinary measures and as a result, management frequently avoids disciplining an employee and leaves the problem unresolved (Okolie & Udom, 2019:95). However, by not acting, management signals to individual employees that unsatisfactory performance is acceptable or that employees can break rules without fear of discipline. According to Apalia (2017:03), incessant disciplinary challenges in organisations have inadvertently affected not only organisational performance but also have a wide-ranging and varied effect on employment relationships. As for Mokgolo and Dikotla (2021:12), the prevalence of disciplinary challenges in the organisations in South Africa is shocking and if there is no action taken, organisations will suffer dire consequences.

Further to the above articulations, organisations comprise people who are from diverse backgrounds and conflict is likely a continuous encounter (Sethibe, 2018:04). Because of the conflicting interests of employees and the possessive attitude of employees, there is a tendency for behavioural attitudes to deviate from the established rules and regulations of the organisations. According to Allam (2018:138), managers and supervisors discipline employees to resolve the conflict between individuals and groups and to ensure harmonious working environments. Managers expect a reasonable level of performance from employees for the accomplishment of organisational goals and objectives. For discipline to be effective and yield its desired results, it needs to be substantially and procedurally fair (Dahanayake, Rajendran, Selvarajah & Ballantyne, 2018:18). However, a lack of adequate and reasonable disciplinary measures in an organisation affects performance and ineptitude by such organisation.

While previous literature (Delpo & Guerin, 2021; Dughera, 2021; Lauber, 2021; Mokgolo & Dikotla, 2021; Ndlovu & Tshoose, 2021) suggested that there is available research regarding workplace discipline in South Africa, arguably, research on workplace discipline and organisational performance in the chemical industry has been very limited in KwaZulu-Natal (KZN). In addition, the review of literature on workplace discipline in KZN chemical industry revealed that little research has been done to address the impact of workplace discipline on organisational performance even though it is evident that there is an increasing number of disciplinary cases reported (Knight & Ukpere, 2014). While the literature on organisational performance is full of analyses of high-performance initiatives, it does not deal in detail with the

problem of managing employee performance and employee discipline within the context of the new high performance systems (Mabunda, 2019:38).

Previous studies including one by Knight and Ukpere (2014:593) only looked at workplace discipline in other African countries such as Nigeria, Ghana, Kenya, Zimbabwe and the Democratic Republic of Congo (DRC) in the education sector, banking sector, government and religious officials with no focus on the chemical industry particularly in KwaZulu-Natal, South Africa. South Africa's chemicals industry, including fuel and plastics fabrication and pharmaceuticals, is the largest of its kind in Africa and has been identified by the government as a key driver of economic growth. The chemicals industry contributes approximately R12 billion per year to the South African economy compared to approximately R41 billion and R75 billion respectively in 2012.

Given the various motivational and inspirational training programmes and development of positive work settings, Kurniawan and Heryanto (2019:98) contended that not all employees perform according to the acceptable standards set by the organisation. In addition, Otto and Ukpere (2020:473) raised a concern that poor work performance or failure by the employee to reach and maintain the employer's work performance standards in terms of quantity and quality of output is an ever-increasing challenge; hence, this study is conducted to address the impact of workplace discipline on organisational performance. As for Dughera (2021:12), an employer may invoke discipline to promote orderly behaviour to impact employee performance. According to Otto and Ukpere (2020:305), organisations often pay a hefty price because of poor discipline strategies and procedures and this refers not only to monetary expenses but also to poor organisational performance. According to Okolie and Udom (2019:95), employees typically respond to the unfair/poor disciplinary procedure in the only way open to them as individuals by withdrawing from the source of the discontent or with certain forms of indiscipline, by reacting against the immediate manifestation of oppression. As a result, a manager may lose valuable employees because of the supervisor or manager's poor disciplinary strategies that do not match the offence and not be aware of this.

According to Mokgolo and Dikotla (2021:12), workplace discipline plays a major role in determining the future behaviours of employees and it can be for the better or worse within this context. To be effective and improve organisational performance, discipline needs to be applied

fairly and consistently with proper procedures and policies being utilised (Okolie & Udom, 2019:99). Employees who know that harsh punishments are available learn not to commit the offence because they do not want to be punished. Further, Coetzee and Steyn (2017:36) emphasised that, as much as organisations need work completed and deadlines met, they ought to be mindful so as not to offend the employees that do the work through harsh disciplinary methods. According to Kurniawan and Heryanto (2019:103), workplace discipline may affect organisational performance although it aims to correct behaviour and restore order at the workplace. According to Keune and Pedaci (2020:149), the extent to which progressive discipline has become prevalent (and required by the arbitrators to be used) plays a role in creating adversarial situations that are common today.

According to Razak et al. (2018:69), one of the major problems facing employers, whether in the public or private sector organisations, is how to manage the personnel under them. Further, Knight and Ukpere (2014:593) stated that discipline challenges in South African organisations handle unsatisfactory organisational performance in an organisation's desire to achieve higher living standards for its employees. Dhillon, Iversen and Torsvik (2021:1020) argued that effective management of the organisational workforce is possible only if managers adopt the correct approach to motivation, the giving of instructions and where necessary, discipline and this requires a high level of co-operation from the workforce. Hence, effective discipline depends not only on sound leadership and a good personnel policy but also on the full co-operation of employees to such policies of the organisation (Okolie & Udom, 2019:100).

Coetzee and Steyn (2017:38) stated that the challenge is that some employees conduct themselves in a manner that violates the rules and regulations of the organisation and subordinates their needs and desires to the overall needs of the organisation. According to Razak et al. (2018:76), a lack of discipline manifests in many ways in organisations such as refusing to take responsibility, habitual lateness, a lack of commitment to work, truancy and loafing. In addition, it also includes bribery and corruption, misuse of government property, drunkenness or misuse of public funds.

Hence, Muhammad (2018:05) stated that the problem is that there are perceived disciplinary challenges within organisations and this perception may be a barrier to satisfactory organisational performance and the overall purpose of discipline, which corrects behaviour and

improve organisational performance. Sometimes managers or supervisors blatantly abuse their power and seek to punish individuals they dislike and attempt to push them out of the organisation which adversely affects organisational performance (Dahanayake et al., 2018:21). This study investigates the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The researcher believes that if effectively adhered to, workplace discipline can improve organisational performance.

In addition to the above articulations, supervisors in organisations may be biased by applying certain rules to an employee that he\she primarily dislikes and applying the same rule completely different to another employee in his\her social circle or if an inherent friendship is present (Dahanayake et al., 2018:23). Muhammad (2018:06) noted that all humans make mistakes. How significant these mistakes are and how often they occur directly results from each individual's self-discipline. Sometimes the mistake made involve violating a rule, policy, procedure or standard of conduct in the workplace (Razak et al., 2018:78).

Few studies like (Knight & Ukpere, 2014) that were conducted in South Africa could not establish the prevalence of workplace discipline in the country. Previous study (Knight & Ukpere, 2014) have suggested that there is a growing number of disciplinary challenges but do not consider both the international and local laws that regulate workplace discipline and organisational performance as it will be done in this study. Finally, there is limited research on how to address workplace disciplinary challenges in the chemical industry in South Africa. Despite the vast majority of workplace discipline cases that are taking place in South Africa, arguably, little research has been conducted to investigate discipline and its impact on organisational performance and possibly to provide recommendations on how to address the occurrences of such cases. This study helps fill the gap by providing a detailed guide for diagnosing and resolving performance and disciplinary problems, an approach that avoids the vicious adversarial cycle of traditional punitive methods and encourages management and labour to collaborate in finding an amicable solution for their mutual benefit.

1.4 Aims of the study
The overreaching aim of this study is to investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. Furthermore, the

study aims to investigate the factors that influence workplace discipline in the organisation under investigation. Finally, the study seeks to provide recommendations on how workplace discipline can improve organisational performance in the organisation under investigation.

1.5 Research questions

This study sought to address the following research questions:

1.5.1   How does workplace discipline impact on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal?

1.5.2   How does workplace discipline impact on employee relations at Sappi Saiccor, Umkomaas in KwaZulu-Natal?

1.5.3   Which factors affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal?

1.5.4   Which factors enhance organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal?

1.5.5   What is the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal?

1.5.6   Which recommendations can be suggested regarding how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal?

1.6 Research objectives

This study had the following objectives:

1.6.1   To investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

1.6.2   To establish the impact of workplace discipline on employee relations at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

1.6.3   To identify the factors that affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

1.6.4   To examine the factors that enhance organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

1.6.5   To determine the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

1.6.6 To make recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

1.7 Rationale/motivation of the study

Razak et al. (2018:69) held a view that as much as discipline is necessary for the workplace; managers ought to apply it carefully to avoid employees involved from terminating the contract of employment. Sari (2019:03) argued that as much as employers need work completed and deadlines met, they should be careful not to offend the employees (human resources) that do the work through harsh or punitive methods of discipline. Therefore, this study is motivated by the need to ensure workplace discipline improves organisational performance. Also, the study is inspired by the need to assess the factors that affect workplace discipline and organisational performance.

1.8 Contribution of the study

The study is significant in various ways. Firstly, the findings emanating from the research will help expand the body of knowledge on workplace discipline and organisational performance while providing reference material for academics, students, practitioners and scholars. The study will extend the frontiers of knowledge in the following fields: HRM and industrial relations. Secondly, it will provide measures that will help employers and governments minimise or prevent disciplinary challenges in organisations. Thirdly, it will also serve as a policy-shaping document to governments and organisations to address issues regarding workplace discipline and organisational performance. Fourthly, it will assist organisations in improving their performance and building sound employment relationships, thereby reducing the negative impact of workplace discipline. The study is unique because it will help address issues such as racism and inequalities in the South African workplace.

1.9 Preliminary literature review

According to Nduka et al. (2019:05), workplace discipline is the teaching, which makes a man do something, which he would not unless he had learnt that it was the right, the proper and the expedient thing to do. A study conducted by Kurniawan and Heryanto (2019:91) concluded that workplace discipline is the type of training and control, which makes punishment unnecessary. As for Okolie and Udom (2019:98), workplace discipline is a significant tool used to develop an

employee's personality characteristics such as confidence, responsibility and persistence in work and self-control. According to Dhillon et al. (2021:1020), workplace discipline implies self-control, orderliness, good behaviour and obedience to the rules/instructions of the employer. Workplace discipline refers to the orderly behaviour that is in line with established rules and regulations of the organisation to produce improved individual performance. It enables an organisation to accomplish its goals cost-effectively and improve organisational performance (Sitopu, Sitinjak & Marpaung, 2021).

1.9.1 Conceptualisation of organisational performance

Coetzee and Steyn (2017:38) defined organisational performance as the actual output or results of an organisation as measured against its intended outputs (or goals and objectives). According to Haque (2020:8), the level of organisational performance is determined by various contributing factors that include operational efficiencies, mergers, acquisitions and levels of diversification, organisational structures, top management team composition and style, human resource management, manipulation of the political and/or social influences intruding upon the market conformity. Mthembu (2019:33) added that various interpretations of socially responsible behaviours, international or cross-cultural activities of expansion and adaptation and countless other organisational and/or sectoral level phenomena are also antecedents to organisational performance. Therefore, organisational performance is a multi-dimensional construct that is affected by a wide assortment of factors that are both internal and external to the organisation (Meshari, Othayman, Boy & Doneddu, 2021: 49).

1.9.2 The impact of workplace discipline on organisational performance

According to Kurniawan and Heryanto (2019:98), organisational rules and regulations are among the strategies designed to instil good employee conduct to achieve organisational performance and success. Meshari et al. (2021:50) stated that these rules and regulations specify, in most cases, what new employees should do and what they should not do and what performance standards are expected of them. Nduka et al. (2019:05) argued that, if organisational rules are poorly communicated, an employee might fail to meet the required performance standards and employer's expectations.

Kurniawan and Heryanto (2019:99) held a view that organisational performance, production and the provision of services would be interrupted if employees could stay away from work as they please, work at their own pace, fight with co-employees and disobey the instructions of their

employers. Hence, Allam (2018:142) emphasised that it is the employer's prerogative to ensure organisational performance through invoking discipline, which means to adhere to acceptable standards in the workplace.

1.9.3 Impact of workplace discipline on employee relationships

According to Mooijman and Graham (2018), regardless of the size of the organisation, formal policies and procedures can make the organisation run effectively. Workplace discipline helps ensure that the organisation complies with relevant regulation, formal policies and procedures and demonstrates that organisations are efficient, professional and stable, which can lead to improved organisation relationships and better public reputation (Ong, Hendry, Winata & Monika, 2021:177). Hoping employees obey the rules and regulations of the workplace; this has the probability to build improved employee relationships in the workplace. According to Falcone (2019:11), managers and supervisors use disciplinary action to resolve the conflict between individuals and groups and to ensure harmonious employment relations.

1.9.4 Factors that influence workplace discipline

According to Herman and Didin (2020:214-215), the unwillingness by managers to enforce discipline on erring subordinates is one factor responsible for the lack of discipline within organisations. Furthermore, the significance of reposing confidence in individual employees by their employers in both public and private sector organisations cannot be over-emphasised. This is because employees who feel recognised and realise that the employer appreciates their contributions feel motivated to put in effort that is more productive and conduct themselves orderly in the organisation (Herman & Didin, 2020:213). On the other hand, a lack of confidence in subordinates can make them feel marginalised and /or alienated. The result is that their contributions, if any, will be minimal. A manager ought to motivate their employees to make them improve performance (Sukmana et al., 2021:332-333). In addition, reasons for a lack of discipline in the public sector include mismanagement of conflicts, lack of better understanding of conflicts, their root causes, early signs or indicators, dynamics and how to prevent, bring under control and eventually resolved by the organisation (Sonnenstuhl & Trice, 2018:36-37). People get involved in acts of indiscipline because their interests and values are challenged or because their needs are not met.

According to Herman and Didin (2020:215), punishing an employee publicly creates defensiveness on the side of an employee, which may create a conflict between unruly

individuals. Thus, this defensiveness creates uncontrollable and disobedient individuals. Sonnenstuhl and Trice (2018:39) stated that employers must be able to provide an alternative behaviour when disciplining employees for inappropriate behaviours that intend to replace inappropriate behaviour. However, if employers cannot provide an alternative behaviour, their disciplinary strategies might be unsuccessful (Ong et al., 2021:177). The unfairness of discipline also hinders the successful implementation of workplace discipline. The unfairness of discipline leads to legal challenges while failing to ensure the justness of the punishment process (Herman & Didin, 2020:218). In addition, a delay to invoke punishment minimises the perceived link between the offence and the actual punishment; hence timeliness is significant to the punishment of employees. Furthermore, there is a failure to link directly punishment to employee misconduct (Herman & Didin, 2020:218).

1.9.5 Factors that enhance organisational performance

The study is not only confined to workplace discipline; it will go beyond and explore other factors that enhance organisational performance. These factors are grouped into financial factors and non-financial factors. Financial factors include better payment of wages of salaries to employees, incentives and improvement in the working conditions, delays in payments and the conditions of service. Non-financial factors investigated include conducive working environment, mismanagement of the organisation, the inability to negotiate during collective bargaining, effective communication and proper handling of grievances and disputes.

1.9.6 Impact of COVID-19 on organisational performance

The impacts of COVID-19 on employees and organisations around the globe have been severe. The pandemic created and developed conflict between making profits and safety. The lockdown of industries, organisations and businesses that were mandated to curb the spread of the virus created fundamental challenges for both employees and employers across the globe (Labrague, 2021:1895). While COVID-19 disrupted the normal work routines, it also accelerated the migration of work to online or virtual environments (Labrague, 2021:1896). The COVID-19 accelerated Work from Home (WFH) and forced many individuals into Mandatory Work from Home (MWFH). Mohammadi, Oshvandi, Shamsaei, Cheraghi, Khodaveisi and Bijani (2021:03) claimed that most employees find it difficult to manage working from home with limited resources, along with household responsibilities and the pressure to contribute positively to work

performance. Labrague (2021:1896) found that support from colleagues, peers family and friends helps individuals to be emotionally stable in the face of stress-inducing events.

1.9.7 Recommendations to address workplace discipline challenges

For this study, the following recommendations can be developed to provide a less traumatic experience when dealing with workplace discipline. The recommendations include elimination of discrimination (Sonnenstuhl & Trice, 2018:43), understanding of emotional reactions (Herman & Didin, 2020:219), distinguishing between severe and less severe cases (Allam, 2018:146) and avoiding inconsistency and knowledge of different role players (Nduka et al., 2019:10). In addition, punishment must be directly related to the employee conduct (Nduka et al., 2019:12), maintaining the privacy of discipline (Kurniawan & Heryanto, 2019:103), time of discipline as not to be too soon or too late (Dahanayake et al., 2018:29) and justness of discipline (Okolie & Udom, 2019:108).

1.10 Research philosophy

The study on the impact of workplace discipline on organisational performance is underpinned by the pragmatism approach. This philosophical approach provides an opportunity to investigate whether the knowledge gained about the impact of workplace discipline on organisational performance is transferrable to other settings. Furthermore, the pragmatism approach gives an option to explore the potential for working back and forth between the kinds of knowledge produced under the separate banners of quantitative and qualitative research. Sekaran and Bougie (2019:33) stated that the philosophical underpinning of pragmatism allows and guides mixed methods researchers to use various approaches to answer research questions that cannot be addressed using one method.

1.11 Research methodology

This research describes and explore the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. Sappi Southern Africa operates five mills namely Saiccor mill, Tugela mill, Ngodwana mill, Lomati mill and Stanger mill. This study was conducted at the Saiccor mill, Umkomaas, as it is the world's single largest manufacturing site for dissolving pulp. The Saiccor mill has played a key role in establishing Sappi as the global market leader in dissolving pulp. Currently, the Saiccor mill employs about

1200 people. The study uses a mixed methods approach. The questionnaires were assigned to employees (production, engineering, administrators and human resources) and supervisors; HR manager, heads of departments (HoDs), operations managers and production managers were interviewed.

1.11.1 Research design

In this study, both descriptive and exploratory research designs were selected because the study aimed to investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The descriptive research design allowed the researcher to describe situations and events. Bryman (2016:53) viewed descriptive research design as the most suitable for quantitative research. However, the descriptive and exploratory research designs were selected to gain an insight into the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. Bryman (2016:56) added that employing both quantitative and qualitative approaches enhances the integrity of the findings. Hence, the researcher assigned questionnaires to employees (production, engineering, administrator and HR) and conduct interviews with the HR manager, production managers, operations managers, Head of Departments (HoDs) and supervisors who are characterised as information-rich participants.

1.11.2 Target population

This study focused on the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal with an estimated population of approximately 1200 employees employed directly. The management (HR manager, operations managers, production managers, HoDs and supervisors) were also included in this study as the issue of workplace discipline affects every employee in the organisation.

1.11.3 Sample size

In the quantitative study, the results of the study need to be inferred from sample to population. Hence, representativeness is critical in this type of study. Based on the total population of 1200 employees, a sample size of 291 participants was selected to participate in the study. The sample size was determined by using Sekaran and Bougie's (2019) population and sample size table. A representative sample is a sample that resembles the total population. Data were collected from 281 employees (production, finance, engineering, administrator and HR) and 10 managerial

employees (HoDs, supervisors, HR manager, operations managers and production managers at Sappi Saiccor, Umkomaas in KwaZulu-Natal).

1.11.4 Sampling technique

Since this study used a mixed methods design, both probability and non-probability sampling techniques were used to select respondents from a larger population. From the various probability sampling techniques, a stratified and purposive sampling techniques were chosen to select the respondents for the study. A stratified random sampling was adopted as this sampling technique ensures that the different groups of a population are represented in the sample.

1.11.5 Data collection procedure

Quantitative data were collected through a self-administered online questionnaire and qualitative data were collected using face-to-face interviews. Quantitative data were collected from employees (production sector, engineering, administrators and human resources). Interviews were used to collect data from HR manager, HoDs, supervisors, operations managers, and production managers to obtain rich, in-depth information regarding the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

1.12 Data analysis

The data analysis was done in two phases: phase one dealt with the quantitative data analysis and phase two dealt with qualitative data analysis. In this study, quantitative data gathered were analysed through the Statistical Package for the Social Science (SPSS). The questionnaires were exported into the SPSS. Both descriptive and inferential statistics were employed to interpret the information and the data. In this study, the NVivo (version 12.0) was used to analyse the qualitative data. Thematic analysis classified, analysed, and reported patterns found in the data set.

1.13 Data quality control

The data quality control in the quantitative phase was tested through reliability (Cronbach's alpha coefficient), and validity (content validity and factor analysis). In contrast, data quality control in the qualitative phase was tested through trustworthiness (credibility, dependability, confirmability, and transferability). The five point Likert scale was adopted. The quantitative data was gathered, followed by the qualitative data analysis.

1.14 Ethical considerations

The research protocol (HSSREC/00002213/2020) was approved by the UKZN Ethics Committee. Ethical considerations in the study included informed consent, confidentiality/privacy, anonymity, and elimination of bias. The researcher fully complied with ethical principles in this study.

1.15 Limitations and delimitations of the study

As stated above, the study was conducted at Sappi Saiccor, Umkomaas in KwaZulu Natal and to a certain extent, some employees showed high reluctance in supplying the information. The researcher encountered the following limitations during the study. Most of the participants were unwilling to take part in the study for fear that the information would be released to their management or other interested parties and that this could affect their employment relationship in the organisation. A sample of 291 respondents was used, which was appropriate for the target population. However, had other Sappi mills been included, a larger sample could have generated more generalisable results.

The researcher found it difficult to gain access to the respondents simultaneously because of their busy schedules such as back-to-back meetings, plant surveying, board presentations and other personal engagements. To address this challenge, appointments were made with the respondents beforehand regarding the date, time and place where the study would be conducted.

The last limitation was the COVID-19 pandemic. On 31 December 2019, a viral infection was first reported in China by the World Health Organisation (WHO). The COVID-19 pandemic affected over 70 countries including Italy, Germany and South Africa. Over 47 280 090 people were infected globally, leading to more than 1 210 343 deaths. Following the outbreak of the virus in South Africa, the government banned public gatherings, which subsequently led to employees working from home. The researcher encountered a hurdle as it was difficult to contact the respondents. This delayed the data collection process of this study.

1.16 Structure of the thesis

The thesis is organised into eight (8) chapters as follows:

1.16.1 Chapter one: Introduction
This chapter briefly discusses the background of the study, the research problem, aim of the study, research questions, research objectives, significance of the study, a preliminary literature review and research methodology, limitations of the study and the organisation of the study.

1.16.2 Chapter two: An overview of workplace discipline
Chapter two reviews related literature regarding workplace discipline. The chapter conceptualised workplace discipline and other keywords in the study. The chapter examines the characteristics and the models of workplace discipline. It gives an overview of the legal framework of the employment laws in South Africa. It integrates the impact of workplace discipline on organisational performance. It proceeds to examine the effects of human resources management policies on organisational performance and the impact of good corporate governance on healthy performance. In addition, the chapter discusses the factors that affect workplace discipline and the role of HR professionals during disciplinary processes. It further looks at dealing with workplace discipline during the COVID-19 pandemic. Lastly, it focuses on the recommendations to address workplace disciplinary challenges.

1.16.3 Chapter three: Organisational performance
This chapter deals with empirical and theoretical literature regarding organisational performance. It provides the definitions of organisational performance and the employer strategies to improve organisational performance. It continues to discuss the factors affecting organisational performance. In addition, the chapter presents the effects of COVID-19 on organisational performance and the strategies to mitigate the effects of COVID-19 on organisational performance.

1.16.4 Chapter four: Research methodology and design
This chapter presents a detailed discussion of the research methodology and research design. It covers the discussion of the research approach, which includes exploratory study, descriptive study and explanatory study. There is a description of the various research methods used in collecting data and a justification for using them. In addition, it discusses the sampling design used and justifications for each of the designs. It also explains how data analysis was carried out. Lastly, the chapter discusses the ethical considerations adhered to in conducting this study.

1.16.5 Chapter five: Presentation and analysis of quantitative data

Chapter five contains the results of the quantitative study. Quantitative data is analysed using the Statistical Package for the Social Sciences (SPSS) version 27.0. Both descriptive and inferential statistics are employed in the analysis of the results. Descriptive statistics, like frequency and percentages, are used to analyse the demographic data of the respondents in terms of gender, age, marital status, position held in the organisation, education background, employment status and work experience.

1.16.6 Chapter six: Presentation and analysis of qualitative data

Chapter six presents the results of the qualitative study. Qualitative data were analysed, using thematic analysis to determine or identify the various themes.

1.16.7 Chapter seven: Discussion of qualitative and quantitative results

Chapter seven presents the discussion of both the quantitative and qualitative results. The discussion of the results will be done per the research objectives.

1.16.8 Chapter eight: Conclusion and recommendations

Chapter eight summarises the main findings, conclusions and recommendations on how workplace discipline can improve organisational performance based on the findings of the study. Lastly, the chapter provides the direction for further research as far as workplace discipline and organisational performance are concerned.

1.17 Chapter summary

The chapter provided detailed discussions about the background of the study, the research problem, the aim of the study and the significance of the study. It continued to outline the research objectives and research questions. Furthermore, it provided the preliminary literature review, which focused on the impact of workplace discipline on organisational performance, factors influencing workplace discipline and recommendations on how workplace discipline can improve organisational performance. The chapter also presented the research methodology employed in this study. Finally, it presented a summary of each chapter. The next chapter of this study focused on the review of the literature regarding workplace discipline.

Chapter Two

Overview of workplace discipline in the organisation

2.1 Introduction

This chapter presents the empirical literature review on workplace discipline and its impact on organisational performance. The chapter focuses attention on previous studies that have addressed workplace discipline and organisational performance. The chapter commence with the definitions of workplace discipline in the South African context. Furthermore, it proceeds to give an overview of the legal framework of the employment laws in South Africa. It also focuses on the characteristics and models of workplace discipline. The chapter then focuses on the impact of workplace discipline on organisational performance. Further, the chapter examines the impact of workplace discipline on the employment relationship between the employer and employee. In addition, the chapter discusses the factors that affect workplace discipline. It also examined the recommendations on how workplace discipline can improve organisational performance. This chapter addresses research objectives 1, 2, 3 and 6 as follows:

    i.   To investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

    ii.   To establish the impact of workplace discipline on the employee relationships at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

    iii.   To identify the factors that affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

    iv.   To make recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

Table 2. 1 Summary definitions of workplace discipline

Definitions of workplace discipline	Authors
Workplace discipline is an instrument to invoke punishment, which results in fear and disdain when an individual is involved in inappropriate behaviour.	Nduka, Okorie and Ikoro (2019:4); Lauber (2021)
Workplace discipline is when the employer or supervisory personnel corrects behavioural deficiencies and ensures that employees adhere to organisational rules and behavioural standards	Kuncorowati & Rokhmawati, 2018:11
Workplace discipline is the compliance with organisational rules and regulations	Otto and Ukpere (2020:212)
Workplace discipline is the type of training and control which makes punishment unnecessary.	Thompson, McDonald and O'Connor (2020: 632-633)
Workplace discipline is a punitive action that is enforced on an employee that blundered against organisational rules and regulations.	Yuliandi (2019:7210)
Workplace discipline is defined as the teaching which makes a man do something which he would not unless he had learnt that it was the right, the proper and the expedient thing to do.	Bélanger, Edwards and Haiven (2020:7
Workplace discipline is a force that prohibits an individual from engaging in a behaviour that is contrary to the policies of an organisation.	Manokha (2018:07)
Workplace discipline is the correction of improper conduct at the workplace and is intended to alert employees of their behaviour and help them understand how these inhibit organisational performance.	Otto and Ukpere (2020:214)
Workplace discipline is a catalyst that drives an individual or a group of individuals to conform to organisational rules and regulations, which are essential for the smooth operation of the organisation.	Otto and Ukpere (2020)

Concerning the concept of workplace discipline, this study adopts the working definition provided by Otto and Ukpere (2020) & Ballard and Easteal (2018), which states that workplace discipline, is the compliance with organisational rules and regulations. In this competitive era, organisations require individual employees capable of complying with organisational rules and regulations to improve employee and organisational performance.

2.2 Definitions of workplace discipline

According to Nduka et al. (2019:4), there is no universally accepted definition of workplace discipline. Lauber (2021:15) perceived discipline as an instrument to invoke punishment, which results in fear and disdain when an individual is involved in inappropriate behavior. On the contrary, some scholars such as Otto and Ukpere (2020:212) & Ballard and Easteal (2018:101) perceived discipline as compliance with organisational rules and regulations. Workplace discipline is when the employer or supervisory personnel corrects behavioural deficiencies and ensures that employees adhere to organisational rules and behavioural standards (Kuncorowati & Rokhmawati, 2018:11).

As for Bélanger et al. (2020:07), workplace discipline is defined as "the teaching which makes a man do something which he would not unless he had learnt that it was the right, the proper and the expedient thing to do". A study conducted by Thompson, McDonald and O'Connor (2020: 632-633) concluded that workplace discipline is the type of training and control which makes punishment unnecessary. As for Kuncorowati and Rokhmawati (2018:13), workplace discipline is a significant tool used to develop an employee's personality characteristics such as confidence, responsibility and persistence in work and self-control. According to Otto and Ukpere (2020:214), workplace discipline is the correction of improper conduct at the workplace and is intended to alert employees of their behaviour and help them understand how these inhibit organisational performance.

Workplace discipline equally refers to the orderly behaviour exhibited by the individual or a group of individuals that is in line with established rules and regulations (Lauber, 2021:18). According to Thompson et al. (2020:633), discipline is a type of behaviour that is traceable to particular training and is the observance and total compliance to established rules and

regulations. As for Otto and Ukpere (2020:215), workplace discipline is a catalyst that drives an individual or a group of individuals to conform to organisational rules and regulations, which are essential for the smooth operation of the organisation. Similarly, Manokha (2018:07) defined workplace discipline as a force that prohibits an individual from engaging in a behaviour that is contrary to the policies of an organisation.

According to Knight and Ukpere (2014:590), work discipline is the most important function of human resource management because improved discipline would lead to the higher achievement of organisational goals. Work discipline could also refer to implementing punitive measures because of violating organisational rules and regulations. Hence, Yuliandi (2019:7210) stated that workplace discipline is a punitive action that is enforced on an employee that blundered against organisational rules and regulations. Sudarsih and Supriyadi (2020:191) added that "discipline is pertinent to the enhancement of employee performance in particular and organisational performance in general without discipline; organisational performance may not be satisfactory". For this study, workplace discipline is the situation at the workplace where employees' behaviour complies with the acceptable rules and standards of the organisation to produce a controlled performance (Otto & Ukpere, 2020:219). The discourse of workplace discipline intends to teach responsibility rather than to invoke punishment (Prasetyo, Aliyyah, Rusdiyanto, Chamariyah, Syahrial, Nartasari, Yuventius, Wibowo, Sanjayanto & Sulistiyowati, 2021:23).

Yuliandi (2019: 7212) argued that effective management of workplace discipline is still a challenge in the current employment relationships and the main source of conflict at work. Furthermore, the main challenge as argued by Kuncorowati and Rokhmawati (2018: 12) is that, if employees do not agree with how disciplinary actions are implemented, it can harm the relationship between employers and employees. It is in this context that Ballard and Easteal (2018:102) suggested that minimising conflict at work requires employees to maintain a certain performance and good behavioural standards. As for Otto and Ukpere (2020:215), how employers discipline their employees may influence employee performance, attitude, motivation and behaviour. Therefore, it is significant that organisations discipline employees without infringing on employee motivation and performance (Sudarsih & Supriyadi, 2020:93).

While workplace discipline includes a range of economic, sociological, psychological and legal matters, Syukri and Heryanto's (2019:104-105) study focused on legal aspects of workplace discipline, more importantly, the legal limitations of the employer's authority to exercise discipline. The authority to discipline has always existed. This can be traced back as far as the Roman society where the *pater familias* exercised the power of life or death over the members of their *domus;* this tradition continued to the authority exercised by the feudal lord over the serf and the master over his journeyman in the guild (Knight & Ukpere, 2014:589). The acceptance of the principles of equality, freedom, the rise of democracy and the power of an employer to discipline has ceased to be associated with the natural features of a hierarchical society. However, they have been continued because they are necessary. Further, a legal basis had been established for them and employees were given protection against abuses in their exercise (Otto & Ukpere, 2020:219).

Having defined workplace discipline above, Syukri and Heryanto (2019:105) emphasised that workplace discipline is when employees demonstrate acceptable behaviour that is in line with the organisational rules and regulations. Workplace discipline is used by organisations as a management tool to achieve objectives in an organisation (Prasetyo et al., 2021:26). The significance of discipline is to prevent and/or correct irregularities from the policies of an organisation. Hence, it is significant to look at the characteristics of workplace discipline (Syukri & Heryanto, 2019:106).

2.3 Characteristics of workplace discipline

According to Saragih, Fakhri, Pradana, Gilang and Vidjashesa (2018:2), workplace discipline has three peculiar characteristics. Firstly, as stated above, workplace discipline is an act of self-control. Saragih et al. (2018:2) stated that employee discipline refers to an individual employee's effort at self-control to obey organisational procedures and regulations to accomplish the goals of the organisation. Secondly, employee discipline is a negative approach in the sense that it motivates individual employees to embark on certain activities and discourages others from carrying out some activities (Saragih et al., 2018:2). Lastly, employee discipline is a punitive approach and this means that discipline brings about punishment on employees if they do not comply or disregard the established rules and regulations of an organisation. Employers punish

employees not to change past and unacceptable behaviours but to prevent them from emerging in the nearest future (Lombok, Masengei & Pangkey, 2021:155).

2.4 Models of workplace discipline
There are four different models of discipline operating in the workplace. The analysis is intended to focus on each model's perceptions of disciplinary procedure, rule creation, human nature and social order (Saragih et al., 2018:03).

2.4.1 Punitive-authoritarian discipline
Punitive-authoritarian discipline "is rooted in the master-servant relations of the feudal era" (Kurniawan & Heryanto, 2019:90). This model of discipline stipulates that employees must obey work orders and conform to the rules of the workplace. The rules themselves are generally negative, taking the form of a series of proscribed behaviours or more commonly, a general command to conform to authority without question and with zealous obedience (Bugdol, 2018:131). Not conforming to the rules of the organisation is perceived as personally challenging employer authority and a voluntaristic act of willfulness.

Hence, Bugdol (2018:132) stated that the inability to obey rules, bad manners and inappropriate dress code at work is equally threatening the same way as to damage to property, theft and considered seriously for each inflates a similar level of moral outrage. The sanctions for the punitive-authoritarian model are straightforward but may involve harsh punishments and public shaming and humiliation (Bugdol, 2018:132-133). The procedure for administering discipline is either simple or hierarchal and subordinates do not participate or consult. Furthermore, managers have the authority to decide concerning matters of discipline and should not be restricted to this right especially by employees (Kurniawan & Heryanto, 2019:91).

2.4.2 Corrective-representative discipline
Saragih et al. (2018:6) stated that, under corrective-representative approach, humans are perceived as rational and equally free, can determine their interests and agree on common grounds while maintaining diverse ends. Nevertheless, external forces and circumstances can cause people to behave in ways not following their rational interests (Prasetyo et al., 2021:27). The individual's contracts with the company are accepted as part of the price paid for continued employment (Bugdol, 2018:137). This model of discipline is formalised and involves written

policies, investigations, hearings, representations and the right to appeal (Kurniawan & Heryanto, 2019:92).

According to Saragih et al. (2018:6), conflict is unnecessary and employees are taught the rules from the outset. Rules are written and given to employees upon joining the organisation. Advocates of corrective-representative discipline differentiate between two kinds of rule breaking. 'Individual indiscipline' is perceived as employees drifting away from standards accepted by other employees since most employees conduct their work activities in a self-disciplined manner; they conform to the rules of the organisation and reasonable standards of behaviour and accept that disciplinary action needs to be conducted against the offenders (Bugdol, 2018:137). Group indiscipline results from a rejection of a rule and reflects grievances (Lombok et al., 2021:156). In this study, this model will be adopted because it is sensitive to the need to temper its sanctioning to maximise the ability of employees to reform.

2.4.3 Accommodative-participative discipline

As for Saragih et al. (2018:8), this model considers individuals from a social deterministic view, as members of a group they joined for support in the struggle to accomplish the interests of a group. The goals of managers and employees vary; they are determined by their social position within the organisation and actions of individuals are considered concerning their membership to a broader constituency (Kurniawan & Heryanto, 2019:95). Social order results in conflict between the parties and rule creation are a negotiation between competing interest groups (Sapta, Muafi & Setini, 2021:500). Under this model, there is the compromise nature of the bargaining process between the interest groups. The outcome is to minimise punishment for offenders through negotiation and compromise (Bugdol, 2018:138).

2.4.4 Celebrative-collective discipline

According to Bugdol (2018:135), this model of discipline perceives humans as responsible social agents who can co-operate in supportive relations. The individual's freedom is defined not only by rights and liberties but by society as a network of voluntary co-operation. Kurniawan and Heryanto (2019:94) asserted that individuals are brought to accept responsibility for their behaviours by reminding them of how they are members of the collective. The collective persuasion can either rectify the individuals' conduct such that connections are re-established or

members can decide that they no longer want to take responsibility and in that case, they may leave voluntarily (Kurniawan & Heryanto, 2019:95).

2.5 Preventive discipline

According to Razak et al. (2018:3), preventive discipline is the most preferred of all the approaches to discipline. Preventive discipline manages employees in a way that prevents conduct that needs to be disciplined. In organisations where preventive discipline is practised, organisational climate conducive to improved employee performance is created (Razak et al., 2018:3). Bugdol (2018:138) maintained the view that a working environment that considers a preventive discipline approach is created when the organisation uses effective selection procedures, trains its employees, regulates employee behaviour, provides constructive feedback regarding their performance, encourages employer-employee support groups and an open-door policy to address challenges on the job.

2.6 Positive approach and negative approach to discipline

According to Gustama and Tarmidi (2021:390), a positive approach also referred to as a counseling approach to discipline uses counseling in relation to discipline. For example, an employee will undergo counselling rather than being penalised for the first breaches of organisational rules and standards. According to Bugdol (2018:140), the counselling approach to discipline is a fact-finding approach and a positive approach. It guides the employee to improve conduct rather than to punish him to discourage misconduct. This approach retains the employee's dignity and self-image and ensures that the employer-employee relationship remains constructive. In counselling approach, the manager must first obtain information from the employees to understand the source of their problems. The employee will then be guided by changes in behaviour and performance. Counselling approach requires a high set of skills; training, experience and a positive attitude to assist others change their conduct (Razak et al., 2018:3). The manager/supervisor has to be an active listener and patient without trying to rebut what the employee has to say.

Bakti and Hartono (2022:112) found that the positive approach to discipline is an arrangement wherein the employee is motivated to obey the rules of the organisation. Positive discipline

encourages mutual co-operation between employers and employees. According to Kurniawan and Heryanto (2019:96), a positive approach to discipline minimises the duty of personal supervision and saves managerial time and resources. A negative approach to discipline is the opposite of a positive approach. It focuses more on punishment than co-operation. In a negative approach to discipline, an accused employee is issued with a warning and is filled with fear of punishment. Its objective is to accomplish discipline through fear and punishment.

Maintaining discipline at work

According to Kurniawan and Heryanto (2019:98), disciplinary measures have severe consequences on the employee and they must be based on fair, acceptable and just principles. Sapta et al. (2021:500) stated that the most important principles to take into consideration to maintain discipline include developing all rules and regulations in co-operation and collaboration with the employee representatives. Kurniawan and Heryanto (2019:99) noted that if employees were included in formulating the rules, they are more likely to observe them. In addition, Otto and Ukpere (2020:218) emphasised the importance of evaluating organisational rules regularly to ensure that they are and remain appropriate. According to Bugdol (2018:142), organisational rules must be uniformly enforced to be effective. The rules should be applied without favouritism or exceptions and penalties for violating the rules should be clearly stated as well as the procedures for enforcement. To this end, both rules and procedures may be published in employees' handbooks.

As for Musa, Tumbel and Wullur (2021:503), violations of organisational rules must not be encouraged, and if, at any particular instance they are numerous, the circumstances surrounding these violations should be carefully studied to determine the source of the problem. Otto and Ukpere (2020:219) stated that if any of the organisational rules is infringed more frequently, the cause of such infringement should be closely examined. The rules should not be rigid or final and managers should consider rules as means and not as ends. Furthermore, managers should consistently check up the rules to see whether there are necessary changes in the light of the experiences gained (Otto & Ukpere, 2020:217). The managerial employees should see that those who ensure compliance with organisational rules are themselves setting a good example by complying where the rules concern them (Ong et al., 2021:188).

2.6 An overview of the legal framework of employment laws in South Africa

South Africa has had a young democracy since 1994 and regards the Constitution (Act 108 of 1996) as the highest (supreme) law of the country. The current labour legislation that regulates the employment relationship in South Africa is ratified on the Constitution since 1996. According to Tiemeni (2018:204), the Constitution of the Republic of South Africa Act 108 of 1996, the Labour Relations Act 66 of 1995 and the Basic Conditions of Employment Act 75 of 1997 provide the context of grievances and disciplinary procedure. These three pieces of legislation provide a guide when applying the labour laws in South Africa (Onyango, 2019:121). Employers are compelled to outline the details of disciplinary procedures and any workplace grievances regarding the matters of employment of their employees. Sections 85 and 86 of the LRA 66 of 1995 require consultation between the employer and employee in matters requiring joint-decision making within the workplace forum (Quinot, 2019:83).

According to Tiemeni (2018:207), the South African Constitution guarantees fundamental rights such as the right to privacy and equality. The rights to privacy and equality apply to employment and labour relations. As for, du Toit and Sirkhotte (2019:170), the right to privacy helps employees maintain their autonomy and individuality while the right to equality guarantees that all persons are treated equally before the law, without discrimination. The labour relations are dealt with in Section 23 of the Constitution. Section 23 of the Constitution gives everyone the right to fair labour relations, freedom of association of workers and employers and the right to participate freely in the activities of trade unions and employer organisations (Tiemeni, 2018:206). Researchers such as Hayter and Lee (2018) & Chitimira and Lekopanye (2019) have shown that the Constitution of the Republic of South Africa grants trade unions and employers' organisations the right to form and join federations and engage in collective bargaining. All of this is regulated by the Labour Relations Act (LRA) 66 of 1995.

Hayter and Lee (2018:12) stated that the LRA 66 of 1995, through the establishment of the Commission for Conciliation Mediation and Arbitration (CCMA), Labour Courts and Labour Appeal Courts, guarantees the resolution of labour disputes. The protection of employees is provided for in the LRA 66 of 1995 against unfair dismissal and unfair labour practice. Furthermore, the LRA 66 of 1995 provides guidance regarding these issues in the Code of Good

Practice provided under the LRA 66 of 1995. Du Toit and Sirkhotte (2019:175) emphasised that dismissals based on operational requirements suffered by the employer (commonly known as retrenchments) are regulated by the LRA 66 of 1995. However, Tiemeni (2018:208) noted that employee rights in the context of the transfer of a business are still growing as a concern.

2.6.1 Basic Conditions of Employment Act and Conditions of Work

As for du Toit and Sirkhotte (2019:171), the Basic Conditions of Employment Act 75 of 1997 (BCEA) regulates the minimum conditions of employment. The BCEA 75 of 1997 applies to all employees and employers except for unpaid volunteers, spies and soldiers who work for charity. Mangu (2020:9) noted with grave concern that "the BCEA 75 of 1997 does not set minimum wages". However, the BCEA 75 of 1997 regulates leave, working conditions, employment particulars, remuneration and termination of the contract (notice and severance pay) (Quinot, 2019:84). Furthermore, BCEA 75 of 1997 also prohibits child and forced labour. A certain industry can have and control its terms and conditions through a Bargaining Council Agreement agreed upon by employer and trade unions representatives concerned. Bornstein (2019:102) noted that the BCEA 75 of 1997 is then preceded over by the Bargaining Council Agreement.

According to Hayter and Lee (2018:7), Employment Equity Act 55 of 1998 (EEA) regulates workplace discrimination and Affirmative Action in the workplace. Moreover, Bornstein (2019:103) stated that a duty to provide and maintain safe working environments without risks to employee health is regulated by the Compensation for Occupational Injuries and Diseases Act that regulates payment for work-related illnesses and injuries (Hayter & Lee, 2018:14).

2.6.2 Code of Good Practice Dismissal: Managing Performance

According to du Toit and Sirkhotte (2019:173), it is the employer's prerogative to set standards of performance and to ensure that these standards are adhered to. In ensuring the adherence to standards, the employer must act fairly as stipulated in the Constitution, the LRA 66 of 1995 and the Code of Good Practice: Dismissal. Black and Allen (2018:3-4) stated that the guidelines that regulate the employers regarding dismissal are set out in the Code of Good Practice: Dismissal. Furthermore, the Code of Good Practice outlines processes to be followed when managing performance issues and misconduct. On the other hand, the Labour Courts consider its recommendations when assessing the fairness of a dismissal (Otto & Ukpere, 2020:303).

The Code of Good Practice states that performance standards and rules for conduct must be communicated in advance to employees (Al-Haidar, 2018:844). This can be done via a code of conduct, job descriptions and performance standards communicated at the orientation stage. Black and Allen (2018:5) found that progressive discipline is contemplated in the Code of Good Practice as a system for misconduct intended at correcting unacceptable behavior. Where warnings have been unsuccessful in correcting undesired behavior, dismissals are reserved for such cases or repeated transgressions or offences. Tiemeni (2018:210) stated that after an employer issues a written warning to an employee, an employee must be given a copy and acknowledge receipt of the warning. Furthermore, Bornstein (2019) stated that this is the system endorsed by the Labour Courts and arbitrators.

2.6.3 Schedule 8 of the Labour Relations Act 66 of 1995

Section 4 (1) of the Code of Good Practice (Schedule 8) of the Labour Relations Act 66 of 1995 stipulates that an employer must investigate to find out if there are justifiable reasons to dismiss an employee. Furthermore, the accused employee should be well-informed of the accusations levelled against him or her in a language clearly understood by the employee. The involved employee should be given a chance to state his or her case relating to the allegations posed to him or her. This employee may be given enough time to prepare a response towards the case and have a choice to be represented by a union representative or fellow employee.

According to Otto and Ukpere (2020:217), the Code of Good Practice considers the key aspects of dismissal for reasons related to conduct and capacity. The code treats each case as unique and is intentionally general. Primary collective agreements are emphasised by this Code. However, this Code is not intended to substitute disciplinary procedures and Disciplinary Codes where these are the subject of collective decision making or collective agreements by the employer. Tiemeni (2018:209) further stated that the main principle behind the Code is that employers and employees must treat each other with mutual respect. While employees should be protected from arbitrary action, employers are entitled to satisfactorily conduct and work performance from their employees (Bornstein, 2019:101).

2.6.4 Disciplinary Procedure and Disciplinary Code

Organisations have standards, rules and regulations that ensure orderly behaviour and regulate the interactions between the employer and employees (Al-Haidar, 2018:845). The disciplinary

code provides a framework of these standards, rules and regulations, which ensures that employees know and understand what the organisation expects of them. According to Singh and Singh (2018:03), the Disciplinary Code provides which forms of employee behaviour the employer regards as misconduct. The penalties/sanctions which are likely to be imposed by employers when employees transgress the rules and standards are also prescribed in the disciplinary code (Otto & Ukpere, 2020:470). A Disciplinary Code applies to a breach of established practices and regulations. The disciplinary code normally contains the guidelines for the application of disciplinary sanctions. Further, Onyango (2019:121) stated that it shows the type of disciplinary sanctions the employer can apply to an employee behaviour the employer regards as misconduct.

According to Onyango (2019:122), the Disciplinary Code and Procedure in the LRA 66 of 1995 promote respect, statutory rights and uphold the common law between the employer and employee in the workplace. The Disciplinary Code should correct employee unacceptable behaviour and is not aimed at punishing the employee, (b) ensure the application of consistency and effectiveness in applying discipline within the organisation (c) and solve matters swiftly and with minimal management involvement (Hagemeister & Volmer, 2018:9). The Disciplinary Code advocates justice as a core value in the philosophy of management. Thus, if properly handled, the Code can bring justice, a commitment that is significant and unique in the eyes of the public, which they serve and may lead to competitive advantage. Procedurally, Dhillon and Ling (2019:178) held the view that the fair treatment of employees can cause positive outcomes such as high commitment, employee satisfaction, trust and improved performance.

According to Al-Haidar (2018:845), the Disciplinary Code ensures that employees are fully aware and understand what the organisation expects from them and what the employees can expect from the organisation. Employers and trade unions often negotiate the rules and standards contained in the Disciplinary Code (Musa et al., 2021:504-505). The LRA 66 of 1995 requires employers to consult and reach a consensus with employee representatives/trade unions before implementing or changing disciplinary rules relating to the conduct or performance of an employee (Onyango, 2019:123).

Okolie and Udom (2019:95) contended that a disciplinary procedure ensures that employees are properly disciplined. Furthermore, the Code of Good Practice stipulates that formal disciplinary procedures do not have to be invoked every time a rule is broken or a standard is not met. According to Dhillon and Ling (2019:178), the Disciplinary Code advises that informal advice and correction measures are the best and most effective ways for an employer to deal with minor offences. Hagemeister and Volmer (2018:10) maintained that the importance of disciplinary procedure is that it ensures employees are treated fairly and in the same manner. Therefore, employees must not be dismissed or disciplined at the whim of the employer. The purpose of the disciplinary procedure is to provide an acceptable mechanism with which employers may use their control over employees when their performance is undesirable (Dhillon & Ling, 2019:178). The disciplinary procedure also ensures consistent, reasonable and uniform guidelines used by employers against employees. Dhillon and Ling (2019:180) stated that procedurally fair dismissals and substantively unfair dismissals risk of having the decision overruled by the Labour Court. Procedural and substantive fairness is discussed in the following paragraphs.

2.6.5 Legislation and the role of trade unions

According to Keune and Pedaci (2020:3-4), employers must include details of disciplinary procedures and workplace grievances as stipulated in the LRA 66 of 1995. In this regard, disciplinary procedures and formal grievances are common in most, if not in all organisations. Dhillon and Ling (2019:179) reported that introducing the legal handling of the grievances and applying dismissal in the organisations has tightened and secured regulatory practice in the industry. Chu and Fafchamps (2018:99) held a view that the unions' representatives are legally allowed to assist their members in their respective organisations and this is viewed appropriately when dealing with grievances and discipline in the workplace.

In support of the statement made above, Agarwala and Saha (2018:75) contended that the most important stage in the development of the organisation's employment relations is the recognition of the trade union. Furthermore, the right to represent and protect union members' interests is acknowledged by the employers whilst they control and practise employment relations in the workplace. Chu and Fafchamps (2018:98) stated that recognised unions in the workplace may visit their members in various constituencies and gain access to the premises. This recognition allows the union to discuss various labour issues with their members without any difficulties in

meeting their members. Feedback on resolutions taken between unions and management is communicated amongst members and their mandate reaches union structures (Chitimira & Lekopanye, 2019:36).

Okolie and Udom (2019:94) asserted that when an employee lodges a grievance matter, he or she has a right to consult a fellow employee for assistance. Employees have a right to be accompanied to attend a disciplinary hearing and any employee can choose to be accompanied by a co-employee or the union official. In most cases, the union official would be a workplace representative and also a co-worker. Agarwala and Saha (2018:77) asserted that the main focus of a union is to ensure that its members are looked after and that the mandate is carried out as expected. Rathgeb and Tassinari (2020:03) asserted that unions also need to expand their communication channels and raise concerns regarding the existing imbalances and inequalities to get rid of the dissatisfaction of its members and secure the rights of the marginalised communities.

2.7 Procedural fairness

A study by Chu and Fafchamps (2018:99) found that disciplinary procedures must be consistent rather than differ from one employer to another. The following characteristics are important to ensure procedural fairness; hence the employee is entitled to the following: Prior knowledge of rules and regulations, the disciplinary code or code of conduct, prior knowledge of the inquiry and timeous hearing, enough time to prepare for at least 24 hours, written notification of charges, a representative of his or her choice from within the organisation, the right to an interpreter and the right to hear evidence and to respond to the allegations (Laundon, McDonald & Cathcart, 2019).

2.8 Substantive fairness

A study by Dahanayake et al. (2018:19) found that employees viewed substantive fairness as one of the main factors in implementing workplace discipline. Further, Quratulain Khan and Sabharwal (2019:29) stated that the underlying principle of substantive fairness is that the employee is guilty of misconduct and the sanction imposed must correspond with the misconduct committed. Item 7 of the Code of Good Practice in the LRA 66 of 1995 states the following

guidelines in determining substantive fairness of a dismissal for misconduct: Did the employee contravene the rule? Does the rule which regulates conduct in, or of relevance to the workplace exist? Was the employee aware of the rule or be reasonably be expected to have been aware of the rule? Has the rule been applied consistently by the employer? Is dismissal the appropriate sanction for the contravention of rule? (Dahanayake et al., 2018:19).

On the other hand, procedural justice is significant for employee conduct since employees are believed to accept duties freely if there are fair procedures (Okolie & Udom, 2019:95). Furthermore, fair procedures modify worker satisfaction with outcomes in that employees are likely to accept outcomes if they perceive procedures as fair (Yan, Hu & Wu, 2021:112). A disciplinary procedure should promote fairness and procedural justice in handling employee discipline (Chitimira & Lekopanye, 2019). There are three advantages of a consistent disciplinary procedure. Firstly, it maintains the stability of the workforce. Secondly, there is reduced labour turnover and thirdly, it contributes to improved performance, which leads to more productivity (Obon & Beja, 2022:750).

According to Valcke, Van Hiel, Onraet and Dierckx (2020:47), a disciplinary procedure is aimed at promoting fairness and procedural justice in dealing with employee discipline. In the same way, organisations use rewards to encourage desirable behaviour. They also use discipline to discourage counter-productive behaviour. Managers spend over twenty percent of their time settling disputes among employees since today's workforce is ever-changing and comprises employees from diverse backgrounds (Valcke et al., 2020:48). To effectively resolve a conflict, a manager imposes a settlement on the disputants and such arbitration may discourage distributive justice since settlement executed may not be approved by disputants.

Hence, managers make harsh decisions but should make them justly and preserve procedural justice (Chu & Fafchamps, 2018). Whilst disciplinary code establishes guidelines of fairness, a procedure is required to ensure that discipline is conducted fairly. Researchers such as Chu and Fafchamps (2018) & Boni-Saenz (2018:18) on employee discipline showed that the theory of procedural justice is the most applicable theory to understand disciplinary processes in organisations. Procedural justice is argued to be significant for employee conduct in that

employees accept duties if the related procedures are fair. These fair procedures shape employee satisfaction with outcomes in that employees accept the outcomes if the procedures are fair than if they are not (Boni-Saenz, 2018:17). A disciplinary procedure should promote fairness and procedural justice in handling employee disciplinary matters.

2.9 Dismissal for misconduct

According to Dhillon and Ling (2019:181), it is generally unacceptable to dismiss an employee for offences committed the first time, except if the misconduct is severe that it makes the employment relationship intolerable. Examples of severe cases are willful damage to employer property, gross dishonesty, willful endangering of the safety of others' physical assault on the employer, a fellow employee, client or customer and gross insubordination. Dismissal is considered unfair if it does not comply with Section 188 of the LRA 66 of 1995. In addition, Chitimira and Lekopanye (2019:45) claimed that the employer must consider factors such as the nature of the job, circumstances of the infringement and employee circumstances (including the length of service, previous disciplinary record and personal circumstances) before deciding whether to impose the penalty of dismissal. The penalty of dismissal must be applied fairly and consistently by the employer in the same way it has been applied to other employees in the past (Atkinson, 2018:692).

2.10 The Impact of workplace discipline on organisational performance

Workplace discipline, in its essence, corrects behaviour and maintains organisational performance (Kurniawan & Heryanto, 2019:96). However, according to reinforcement theory, using reinforcement effectively should make discipline unnecessary. Kelly and Pohl (2018:29) stated that discipline is a tool that is used to remove unwanted or undesired behaviour and it can be used to decrease the intensity of behaviours. Punishing bad behaviour is not effective because it may be suppressed and may reappear at a later stage under different circumstances. Ironically, managers may view the punishment as an effective strategy to deal with an employee's future aggressive behaviour. Kelly and Pohl (2018:33) argued that reinforcement theory trains employees to expect rewards and cannot find the motivation to remain disciplined in the absence of attaining rewards promised. It is the manager's prerogative to correct undesirable behaviour or actions and establish more acceptable norms and standards than those being corrected (Obon &

Beja, 2022:750). Thus, workplace discipline and its subsequent rules and procedures form an integral part of organisational performance (Manokha, 2018:09). However, discipline must be substantially and procedurally fair to be effective and yield its desired results.

Obon and Beja (2022:750) held a view that as much as a discipline is necessary for the workplace; managers ought to apply it carefully to avoid employees involved from terminating the contract of employment. Furthermore, how well employers manage their organisations depends on how well they manage workers and work. Sari (2019:03) argued that, as much as employers need work completed and deadlines met, they should be careful not to offend the employees (human resources) that do the work through harsh methods of discipline. This means that reduced employee performance can also result from the discipline imposed on them. Hence, Andjarwati, Setiono, Susilo, Budiarti, Sustiyatik, Audah and Winarno (2019:15) found that it is significant that employers correct the behaviour of employees despite offending or hurting them as this might affect performance. Workplace discipline ensures that individual employees contribute effectively to the goals of the organisation (Andjarwati et al., 2019:17).

Managing the balance between workplace discipline and organisational performance, as stated by Andjarwati et al. (2019:16), involves a combination of employer and employee personalities, internal/external pressures, management techniques and strategies at the workplace. Few managers can address workplace discipline and performance challenges since poorly performing employees require a unique set of skills, sympathy and high levels of emotional intelligence and understanding of the impact of legislation (Oley, Saerang & Pandowo, 2019:352). Social learning theory states that employees learn behaviours from interactions with others in a social context; hence managers must encourage good behaviours that will be imitated by others in the workplace. If an employer disciplines a poorly performing employee, other employees are likely to engage in good behaviour. By observing the behaviours of others, similar behaviours are developed by employees (Horsburgh & Ippolito, 2018:7).

According to Andjarwati et al. (2019:16), the purpose of discipline is to notify an employee that there is an opportunity for improved performance. Saputra, Sudiro and Irawanto (2018:220) held a view that organisational performance, production and the provision of services would be

interrupted if employees could stay away from work as they please, work at their own pace, fight with co-employees and disobey the instructions of their employers. Hence, Yuliandi (2019:7211) emphasised that it is the employer's right to guarantee organisational performance through ensuring workplace discipline and that employees adhere to acceptable standards in the workplace.

2.10.1 Workplace discipline improves organisational performance

Research by Selpiyani, Lian and Putra (2021:1283) found that a disciplined employee adheres to all the rules of the organisation to promote good individual performance. An employee's sense of responsibility for the tasks assigned to him is reflected in their sense of discipline, which contributes positively to good employee performance. Selpiyani et al. (2021:1285) also found that, with discipline, it is possible to increase employee performance, morale, passion, motivation and the achievement of organisational goals because disciplined employees observe the rules and the strategic steps to carry their duties effectively; high discipline can build professional performance.

Sunarsi, Akbar, Rozi, Khoiri and Salam (2021:4) found that the success of an organisation depends on employee performance and outstanding employee performance depending on the ability of employees to comply with the rules and policies of the organisation. Juliani and Windu (2017:357) found that the purpose of workplace discipline is to ensure that the employee can effectively perform the job and be able to provide maximum services to other stakeholders interested in the organisation. Furthermore, Juliani and Windu (2017:357) discovered that employee performance results from work that has strong relationships with organisational goals and this requires not only a motivated workforce but employees who obey the instructions of the employer.

Figure 2. 1: The Conceptual Framework for Workplace Discipline and Organisational Performance
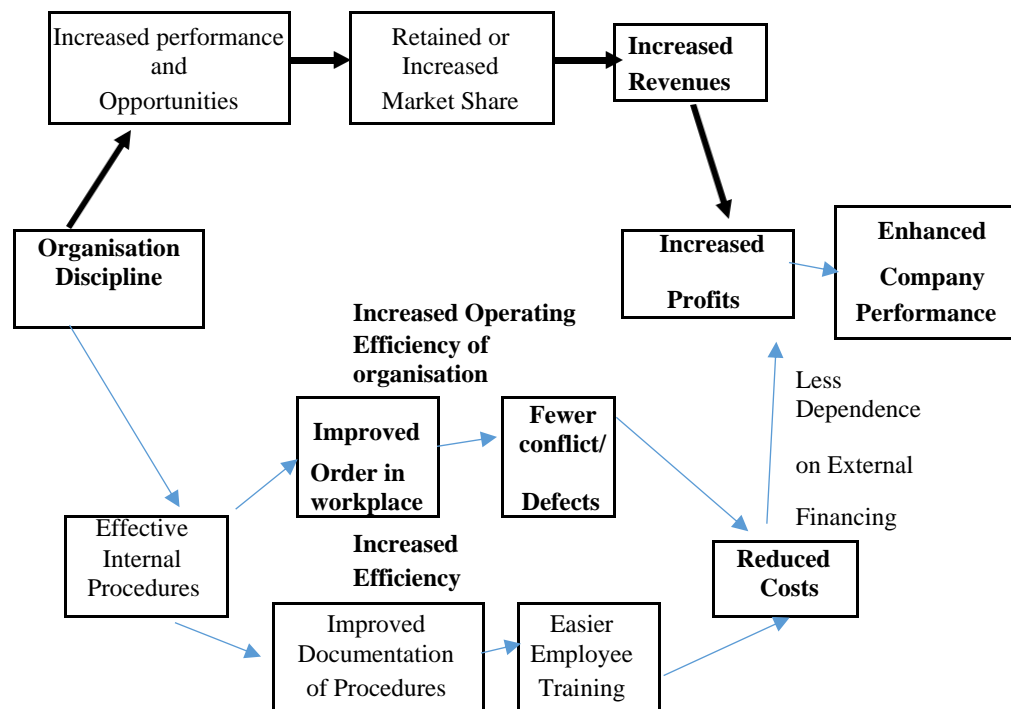
Source: Capistrano, 2010

Figure 2.1 above depicts the conceptual framework regarding organisation discipline and performance. The figure above shows that organisational discipline ensures that there are effective internal procedures of the organisation. Effective internal procedures improve order in the workplace. Improved order leads to fewer conflicts/defects in the organisation and reduces unnecessary costs. Reduced costs increases profits and enhance organisational performance. On the other hand, discipline increases performance and opportunities in the organisation. Improved organisational performance increases market share and revenue of organisation and profits to enhance company performance.

2.10.2 Harmonises employee behaviours to organisational objectives

Simbine and Tukamushaba (2020:47) emphasised that not all incidents of negative employee behaviours are caused by less disciplined employees rather these results show that less disciplined employees are more likely to display negative behaviours that do not satisfy the objectives of the organisation. Workplace discipline is an important factor that helps match and

shape employee behaviours to the objectives of the organisation (Obon & Beja, 2022:750) Failing to obey the rules of the workplace explains the negative employee behaviours in most organisations that do not meet the organisational objectives. Simbine and Tukamushaba (2020:47) discovered that employees that lack discipline have a hard time delivering what is expected of them and meeting the objectives of the organisation.

2.10.3 Workplace discipline creates aggressiveness

Yang (2020:147) discovered that it is often the fear of the aggressive response by trade unions that leads to the employer's lack of action to discipline. Therefore, by not taking action, employers signal to employees that misconduct and poor performance are acceptable. Dewi, Fachmi, Ilyas and Mustafa (2021:5) held the view that the successful management of workplace discipline is still a challenge and the primary source of conflict at work. Sari (2019:05) argued that, as much as employers need work completed and deadlines met, they should be careful not to offend the employees that do the work through aggressive methods of discipline.

2.11 The power to discipline over employees is vested on the employer to improve organisational performance

According to Oley et al. (2019:353), employees are aware of how employers exercise disciplinary prerogative in the workplace. Falcone (2019:07) claimed that the power to exercise disciplinary control over employees is vested in the employer. Further, Falcone (2019:08) stated that disciplinary power must be exercised per the Disciplinary Code. As for Bugdol (2018:13), "the introduction of a disciplinary Code into public organisations is a good step in the right direction because it establishes guidelines of fairness and administers discipline fairly and consistently". However, an agreed-upon procedure is required. Saputra et al. (2018:220), in their study, found that to understand disciplinary processes in organisations, a theory of procedural justice is the most applicable theory. Organisational justice comprises how individual employee evaluates the principles and ethical standing of managerial conduct (Obon & Beja, 2022:750).

According to Knight and Ukpere (2014:589) & Muhammad (2018:04), workplace discipline is a critical factor to be studied because it involves directing and influencing employees to change their behaviour. Effective discipline is a managerial prerogative that facilitates behavioural change to minimise negative reactions, attributions and emotions on employees facing

disciplinary action. Muhammad (2018:06) stated that female managers may enact a critical managerial role that may not be following their gender roles. According to Muhammad (2018:07), work discipline is viewed as a masculine role. Men are described as bossy, self-confident, assertive and self-controlled while women are described as emotional, gentle, mild, sensitive, sentimental, soft-hearted and warm (Saputra et al., 2018:221). Therefore, delivering discipline is more consistent with masculine stereotypes than with feminine stereotypes.

According to Dewi et al. (2021:09), workplace discipline guarantees productivity, efficiency, effectiveness and increased performance in an organisation. This means that workplace discipline must be realistic and effectively maintained to contribute to the functioning of the workplace and organisational performance. In the absence of discipline, the organisational activities carried out will bring unsatisfactory results, which are unexpected. Workplace discipline is training that enforces organisational regulations. As for Bugdol (2018:15), workplace discipline ensures harmonious employment relationships, improves co-operation and boosts employee morale. Further, Oley et al. (2019:353) emphasised that workplace discipline maintains order and creates conducive employment relationships in the workplace. This order and conducive employment conditions have can contribute to employee performance. Employee performance directly contributes to organisational performance as noted by Idris (2018:241).

According to Wood (2018), the positive contribution of discipline is that it brings about cumulative knowledge that maintains and restructures society if it is applied. As for Obon and Beja (2022:750) workplace discipline intends to teach responsibility and obedience rather than to invoke punishment. Furthermore, Singh and Singh (2018:05) argued that discipline does not mean punishment; it means self-control. Muhammad (2018:07) contended that owners and managers of small and large organisations often desist from disciplining employees until a particular employee commits a serious offence and by then, too much damage has been done. In addition, Manokha (2018:11) posited that the employee has damaged the relationships with colleagues, clients and the employer and has caused distraction and suffering to other employees, which negatively influences organisational performance.

To support the assertion made above, Dewi et al. (2021:12) emphasised that workplace discipline involves the process of learning. According to Herman and Didin (2020:208), learning is an endless process because society operates in a state of creating new ideas and knowledge. Besides, workplace discipline helps employees understand that there are choices and consequences in life, hence it teaches responsibility rather than invoking punishment. Jufrizen (2020:35) & Dheviests and Riyanto (2020:1062) concurred that workplace discipline involves setting visibly defined employee limits. Jufrizen (2020:34-35) further suggested that most employees who found themselves in difficult situations claim not to have understood the organisational limits because of their inconsistent disciplinary background.

Hence, Rathgeb and Tassinari (2020:149) contended that disciplining an employee for misconduct has focused on giving awareness of what not to do instead of encouraging preferred behaviours. For an organisation to perform well, a healthy relationship must be preserved between employers and employees (Soetjipto, Kurniawan, Sulastri and Riswanto, 2021:150). Hence, both parties must conform to the prevailing regulations that promote good behaviour. Jufrizen (2020:34) reported that disciplinary policies are in place to guide orderly behaviour to accomplish organisational goals and improve performance.

The way the employer handles employee misbehaviour may vary in ways that commensurate with the situation of a particular employee (Soetjipto et al., 2021:150). Furthermore, opposing opinions may erupt from the way the employer executes the disciplinary action. Obon and Beja (2022:750) stated that the way disciplinary action is executed influences emotional responses and has a major influence on the employer-employee relationship. Jufrizen (2020:35) contended that the ongoing positive relationship between the parties will seemingly decrease due to implementing the disciplinary action. Falcone (2019:07) suggested that employees do not react negatively to discipline when the disciplinary process is invoked fairly.

Whether the employee is a first-time offender or not, prior disciplinary record and length of service are significant factors to be considered when determining the seriousness of disciplinary measures (Falcone, 2019:08). According to Manokha (2018:09), sleeping on duty, failure to obey safety rules, smoking in prohibited areas, leaving work premises without authorisation and

absence from work are all considered minor offences. However, serious offenses comprise malicious damage to property, gambling, misconduct, stealing and causing serious injury and drunkenness (Soetjipto et al., 2021:150). However, Manokha (2018:10) noted that some of these offences may occur frequently than others and their effects can be more serious than others, for example, absenteeism.

2.12 The limits placed on the employer's powers to discipline

Although there is no definition of an offence, the law has placed certain limitations on the employer's power to discipline employees. Falcone (2019:09) expressed the view that some limitations are common while others can only be found in specific countries. However, there appears to be three common limitations in many of the countries. Firstly, the offence must be work-related, that is, it is an employee's failure to perform their duties or meet standards at the workplace (Falcone, 2019:10). Thus, employee behaviour in private life is not subjected to disciplinary action since the employer has no authority over employees outside working hours or in the workplace. However, it is not always easy to differentiate between occupational and extra-occupational behaviour since the latter may influence the former and constitute grounds for disciplinary action by the employer (Idris, 2018:241).

Secondly, the majority of countries impose that the employee's conduct must be unjustified (Jufrizen, 2020:30). In other words, employees are charged with offences if there are no justifying factors: in simpler terms, an employee's behaviour cannot be classified as an offence if it is justified by an exercise of a right. Therefore, showing that there are no justifying factors is necessary before an act is considered a disciplinary offence. The same principle is also applied in Japan and the United States but is based on the concept of just cause (Idris, 2018:248). A public policy exception is produced by the non-unionised sector in American case law and states that an employee must prove that the underlying reason for their dismissal violates a public policy right the employee has exercised. Manokha (2018:11) stated that the principle is that any disciplinary action by the employer must be per the country's current legislation. Therefore, what is permitted by law, collective agreement or an employment contract cannot be regarded as misconduct by the employer.

Finally, the violation of a rule which constitutes a disciplinary offence must be reasonable. This limitation is best expressed by a section in the French law whereby employment rules shall not place restrictions on individual rights or individuals or collective freedoms that would not be justified by the nature of the job to be performed with the purpose that it is sought to attain. According to Manokha (2018:12), disciplinary rules must be reasonable, that is, they must be following the general framework and the activities of the enterprise and employers must act in good faith. Apart from the limitations studied, there is a special limitation in Australia and the Republic of Germany, which states that the offence is the violation of the instruction relating to an employee's attitude and not of a material instruction. This means that the disciplinary offence is not based on poor performance relating to the job itself but on violations of secondary obligations relating to the general manner of performing contractual duties.

2.13 Influence of work discipline and attitude to work on satisfaction

Simorangkir, Pakpahan and Ariawan (2021:133) concurred that workplace discipline may suggest a system that indicates the maintenance of orderly behaviour for the effective management of an organisation. Falcone (2019:10) stated that workplace discipline does not imply the application of strict observance of rules and regulations for the benefit of the organisational system; rather it suggests a situation where employees cooperate and conduct themselves in an orderly manner as any reasonable person would behave. This is in accordance with the organisational mission since every organisation enhances employee satisfaction that would lead to improved performance and profitability. According to Dheviests and Riyanto (2020:1066), this can only be realised when there are sets of rules and regulations that would govern the conduct of people at work. In the absence of these rules and regulations, anarchy and employee dissatisfaction are created, which opposes basic principles that led to the development of an organisation (Dheviests & Riyanto, 2020:1067).

Training and discipline simultaneously influence organisational performance because trained employees gain more knowledge, attitude, skills and changed behaviour (Jadoo, Torun, Dastan & Al-Samarrai, 2018:15). Consistency should prevail when rules and regulations are applied to enhance and achieve job satisfaction. Furthermore, training is teaching knowledge and skills so that employees are increasingly skilled to perform their responsibilities following the standards

of the organisation (Jufrizen, 2020:33). This stipulates that training exercise means getting employees who possess knowledge, abilities, skills and attitudes to fill vacant positions to increase productivity and produce a good performance. According to Simorangkir et al. (2021:133) employee needs differ greatly for organisations must prepare adequate training and implement them in line with job specifications.

2.14 The failure to manage conflict in the workplace

According to Jadoo et al. (2018:16), it is an indisputable fact that there is a potential for conflict when a group of people is put together in a work environment. According to Jadoo et al. (2018:15), conflict cannot be eliminated in the workplace; however, employers may create clear roles for work responsibilities, fair promotion practices and an appropriate manner of dealing with conflict. Further, Jadoo et al. (2018:18) stated that employees bring into the workplace differing ideas, work ethics, work habits and modes of expression. These differences in opinions are bound to occur within organisations. It is in this context that employers must have a policy for resolving these differences, which have the potential to cause conflict in the workplace. Foy, Dwyer Nafarrete, Hammoud and Rockett (2019:1022) added that mediation and counselling opportunities must be provided for employees and must be made comfortable using them. Foy et al. (2019:1019) found that mediation is necessary if the conflict becomes serious and threatens the efficiency of the workplace.

As a result of a conflict of interest among employees, there is a tendency for behavioural attitudes to diverge from organisational rules established by the organisation (Foy et al., 2019:1023). Employers expect a reasonable amount of behaviour from employees to accomplish the objectives of the organisation. Hence, discipline is used to ensure order and compliance with organisational rules in the workplace. According to Foy et al. (2019:1019), it is necessary to review employee performance to ensure that employees do not do work unevenly. Babalola, Stouten, Euwema and Ovadje (2018) added that employees will have intense feelings if they recognise that some employees perform less of their work duties than they are expected to do consistently. Hence, employers must intervene if the problem is a lack of skills and abilities. In addition, poor-performing employees must be trained to acquire the necessary skills and abilities (Babalola et al., 2018).

A study conducted by Pitafi, Khan, Khan and Ren (2020:125) stipulated that organisational conflicts exist in organisations and the major causes for their existence are because of the sharing of limited resources. Syamsuddin, Pratama, Sunarsi, Affandi, Rifuddin and Mujahidin (2021:93) suggested that employers must ensure that the available, limited resources are used accordingly to benefit the organisation and other stakeholders. It is also empirical to note that the chances of conflicts arising in an organisation are minimised by the effective sharing of resources. The process of employee evaluation should be impartial considering the performance standard set. Employee performance evaluation processes must be communicated to all employees (Raines, 2019:29). To avoid conflicts related to performance evaluation in the workplace, the standards set by employers should be specific, measurable, achievable and realistic and have a time limit (SMART) (Raines, 2019:32). Employers should provide employees with a progress report regarding their performance and this enables employees to know their strengths and weaknesses.

Pitafi et al. (2020:126) held the view that the effects of organisational conflicts are good for the organisation particularly in maximising organisational innovativeness and enhancing the quality of decisions. Ebeguki, Salau, Hezekiah, Maxwell, Olokundun and Ogueyungbo (2019:135) stated that organisational conflicts have the potential to build and strengthen the spirit of teamwork among the employees in the organisation and this normally occurs when they come together to solve the conflict. Although the conflict has negative and positive effects, the management and the employees should work towards achieving positive effects rather than negative (Ebeguki et al., 2019:135). Appropriate strategies should be developed by the managers to resolve conflicts as they arise in their organisations (Ebeguki et al., 2019:136).

Otto and Ukpere (2020:473) suggested that employers must outline procedures and processes to be followed to resolve any conflict which might arise within the organisation. Further, Ye, Liu and Gu (2019:707) added that procedures and processes must be communicated to employees. For example, disagreements arising among employees must be reported to management and the management must get statements from all the parties involved in conflicts and recommend possible ways to resolve conflict. The outcome of the resolution binds all parties involved in the dispute and must commit them that, in the future, they will find amicable ways to resolve

conflicts as they arise. Therefore, it is recommendable that the management applies more than one strategy to resolve conflict (Aniefiok, Vongsinsirikul, Suwandee & Jabutay, 2018:356).

Hagemeister and Volmer (2018:214-215) recommended that employers must encourage open communication policies in various organisations so that employees get the right information at the right time. This, according to Arham, Norizan, Ridzuan, Alwi and Arham (2019:215) would minimise suspicion about the financial position of the organisation and employees should be allowed access to financial statements of the organisation to see how the organisation is performing.

2.15 Avoiding conflict

Researchers such as Bester (2019); Chu and Fafchamps (2018) & Jena and Pradhan (2018) suggested that since employees and their representatives usually respond harshly to management's attempt to issue punitive disciplinary measures, management often leave the problem unresolved because they fear punishing those employees. Yang (2020:147) stated that most often, it is the fear of negative reaction on the part of trade unions that leads to management's inaction to discipline. Therefore, by not taking action, management is giving signs to employees that poor performance and misbehaviour are acceptable or signaling that employees can freely break the rules or regulations without being disciplined. Khamkhong and Tayco (2018) argued that failing to act in such situations cannot be accepted as follows:

- It is unacceptable to management because it is failing to fulfill its responsibility of managing the resources of the organisation most efficiently.
- It is unacceptable to most of the employees who are performing satisfactorily and who want to see management ensuring that everyone does so.
- It is unacceptable to employees who are performing unsatisfactorily because they are not given feedback on how to correct unsatisfactorily behaviour, therefore, cannot correct their problems.
- It is also unacceptable to trade unions because their relationship with management is damaged and the relationship with most of their members is compromised because they are only defending a few.

According to Smith and Fredricks-Lowman (2019:03), far too often, management encounters challenges because it believes poor performance and unacceptable behavior can only be dealt with using formal discipline only. Hence, Arham et al. (2019) argued that management and trade unions cannot explore other ways to cope with workplace performance issues rationally. According to Khamkhong and Tayco (2018:09), "too often, discipline is used when alternative approaches would be far more appropriate and much more likely to produce results that benefit employees, their unions and management".

2.16 Workplace discipline and organisational effectiveness

Kurniawan and Heryanto (2019:97) defined organisational effectiveness as the degree to which an organisation achieves its established goals and objectives. Organisational effectiveness denotes that there is no or little deviation between the targeted and expected performance. It is almost impossible to accomplish organisational goals without involving employees because they are the lifeblood of any organisation (Aniefiok et al., 2018:355). This, therefore, necessitates the importance of building a cordial relationship between management and its employees. As for Kozlowski (2018:147), "the effectiveness of an organisation is at the mercy of employee effectiveness".

The lack of effective discipline in an organisation creates ineffectiveness and incompetence by such an organisation. According to Kurniawan and Heryanto (2019:91), an organisation that lacks discipline is an ineffective organisation. This is supported by Smith and Fredricks-Lowman (2019:03) who claimed that employees would dissipate their best efforts to the organisation when things are put into place. However, Kozlowski (2018) argued that, because of the unpredictability of employee behaviour, it is challenging to detect the driving force that makes employees behave in the manner that they behave. Syatoto (2020:49) recognised that discipline is a persuasive mechanism that could address organisational ineffectiveness. Most organisations in South Africa are known for inefficiency, ineffectiveness, indiscipline, corruption, discrimination, bribery, misconduct, nepotism, non-compliance with the code of conduct and a lack of respect for the law (Syamsuddin et al., 2021:91).

2.16.1 Key determinants of organisational effectiveness in discipline
Syukri and Heryanto (2019:105) outlined the key determinants that regulate the organisational effectiveness in disciplinary action. These determinants are discussed below.

2.16.2 The proper selection of employees
As for Sukarni (2018:13), employees are important to organisations as they contribute to organisational well-being and when managed effectively, they contribute to organisational effectiveness. The proper selection of employees implies that the recruitment policy and selection that the organisation has implemented sets the pace for organisational performance. Recruiting and selecting candidates who are incapable costs negatively to the organisation. Employee selection should be based on honesty, integrity, diligence and maturity. The characteristics that the employee possesses determine internal discipline within an organisation (Amri & Ramdani, 2021:91).

2.16.3 Necessary rules and regulations
The rules and regulations of an organisation must be excessive in an organisation. This, according to Syamsuddin et al. (2021:91) connoted that a rule should be discarded once its purpose has been achieved. However, organisational rules are to be reviewed regularly. An organisation cannot be effective if it continues to subject employees to too many rules and regulations. Organisational rules and regulations must be enforced and there must be established sanctions for violating such rules (Syukri & Heryanto, 2019:108).

2.16.4 An effective style of motivation
Simatupang and Saroyeni (2018:33) asserted that the use of disciplinary measures is necessary to uphold acceptable behaviours and to improve organisational performance. Disciplined employees are obedient and comply with organisational rules and should be compensated for upholding such acceptable conduct. This boosts employee effectiveness and consequently organisational effectiveness.

2.17 The impact of workplace discipline on employee motivation
According to Sukarni (2018:14), motivation is the power that drives an employee to cause and direct behaviour. Every organisation would desire to have a motivated workforce that can meet deadlines, improve performance and adhere to organisational rules and regulations. The achievement or failure of organisational goals is influenced by motivation, discipline and

performance (Heriyanto, Naser & Setia, 2018:270-271). According to Heriyanto et al. (2018:271), motivated employees are those that participate actively in the organisation, comply with company rules and regulations (disciplined), complete tasks assigned to them timely and offer solutions to challenges faced by the organisation. Motivation is crucial because each employee would be expected to work hard and enthusiastically to accomplish organisational goals. Simatupang and Saroyeni (2018:34) found that discipline and motivation complement each other, which results in higher performance because motivated employees comply with organisational rules and regulations.

According to Mendropa (2018:94), discipline is one of the most essential factors in the organisation because highly disciplined employees are motivated to achieve organisational goals through improved performance. Effective discipline reflects the magnitude of an employee's sense of responsibility for the tasks assigned to him (Black & Allen, 2018:207). This encourages motivation, passion and the realisation of organisational goals. Poor organisational performance results from low motivation by employees and lack of discipline. Kurniawan and Heryanto (2019:92) emphasised that highly motivated employees' impact on organisation performance and will ultimately achieve organisational goals. Poor employee motivation and a lack of discipline impact negatively on organisational performance (Amri & Ramdani, 2021:91).

Every manager should ensure that employees are motivated and conduct themselves in an orderly manner (Patmawati & Realize, 2018:133). Motivated employees ensure the maintenance of order and smooth implementation of rules and regulations to obtain optimal results. According to Sukarni (2018:16), employees who are motivated create a pleasant working environment that increases morale and satisfaction in carrying out work. Thus, employees will fully know their responsibilities and will develop the energy and mind for the realisation of organisational goals. Kurniawan and Heryanto (2019:92) stated a discipline is motivation and training that seeks to improve employee behaviour so that employees are motivated and trained to comply with organisational procedures. Motivation can significantly influence discipline and improve organisational performance (Suprapti, Astuti, Sa'adah, Rahmawati & Astuti, 2020).

According to Wiadnyana, Sukmana, Susanto and Puspaningrum (2020:206), the management faces two of the most stressful and frustrating activities of dealing with performance issues and taking disciplinary actions. On the contrary, Peng and Lee (2019:1458) found that trade union representatives spend most of their time defending individual employees undergoing discipline at the expense of providing their services to all other members. In dealing with performance issues, Peng and Lee (2019:1459) recommended non-punitive programmes to deal with poor performance issues. Although these programmes have proven to be successful, they sometimes fail because they cannot identify that different people and different situations require different approaches. Furthermore, they cannot differentiate between performance problems at work and personal problems. Lastly, the responsibility for coming up with solutions to the problems is placed solely on the employee and not jointly with the employee, the union and the management. These are some of the essential shortcomings. However, the models intended to overcome these shortcomings are discussed in the paragraphs below.

2.18 Diagnosing problems

The efforts to improve unsatisfactory performance should focus on correcting the problem, preventing reoccurrence and restoring an employee to a much healthier employment relationship (Khamkhong & Tayco, 2018). Recognising the type of problem is crucial if the goal is to correct the problem to determine a suitable strategy for improvement. According to Aulia Safitri, Lathifah, Suro and Usman (2019), there are four distinct types upon which discipline and performance problems can be categorised:

- Type 1 Situations - this is where the employee performs unsatisfactorily (quality and or quantity),
- Type 2 situations where the employee's problems influence their performance at work, for example, drug abuse, financial constraints, alcoholism and family problems,
- Type 3 situations where the employee deliberately violates the law or established organisational rules, for example, theft, conflict of interests, falsification of records or harassment and
- Type 4 situations comprise repeated minor violations of organisational rules, regulations or performance problems that have not led to non-disciplinary corrective action. For

example, uncorrected tardiness, continued poor quality of work, minor infractions or incidental insubordination.

There is a clear distinction between these types of situations. The first two situations involve poor work performance by the employee and the last two types involve violations of company rules, regulations or unacceptable employee behaviour. The differences between these situations must be addressed to determine suitable strategies to deal with the problem. A manager (in concert with the union) uses different strategies depending on the type of problem. Type 1 situations are more frequent and are more complex in their causes and potential solutions (Suprapti et al., 2020).

2.19 Analysing Type 1 situations: Performance problems
According to Atkinson (2018:695), the measurement of performance is the source of information for determining type 1 situations. Potential indicators of problems include complaints and behavioural observations. Furthermore, Dheviests and Riyanto (2020:1069) stated that incidents and the analysis of this information provide the basis for understanding the causes of the problem. It is in this context that Bergemann and McDonnell (2020:1068) stated that potential solutions can be addressed once the causes are determined. Dheviests and Riyanto (2020:1073) believed that poor performance originates from either organisation-centred causes or employee centred causes. The following paragraphs analyse the organisational shortcomings as follows:

- **Lack of understanding of roles and expectations**.

A lack of understanding of roles and expectations is because of management's failure to give proper instructions to subordinates on what employee roles are and what are they expected to do. In the absence of clearly defined job roles and expectations, the employee cannot meet the employer's expectations. Consequently, performance problems result when the performance expectations of the employees do not comply with those of management in the organisation (Dheviests & Riyanto, 2020:1069).

- **Inadequate or poor supervision**. Poor performance problems are eminent if supervisors fail to adequately supervise or provide proper guidance to employees. Providing negative feedback and inconsistent supervision can discourage employees,

- **Inappropriate job assignment**. An employee's poor performance is because of an organisation's poor job assignments. This is prominent in small and growing organisations but also occurs in stable situations. The problem is because of assigning an employee to a job to which he/she is capable of performing because he lacks experience, training, or personal skill and

- **Job design**. Poor performance is expected if employees are assigned jobs that are not challenging and have no opportunity for personal growth

2.19.1 Employee-centred causes

Numerous problems stem from employee-centred causes and in most cases, the problems are sufficient enough to cause poor performance by the employee. However, in other cases, the problems are only evident when combined with shortcomings from the organisation. The following paragraphs discuss the most common employee-centred causes (Mabunda, 2019:23).

Lack of interest. An employee who lacks interest cannot properly perform his/her duties effectively.

Personality. An employee's personality may be a major cause of poor performance (Hirsch, 2017:110). Therefore, it may be necessary to assign an employee with a position that is more consistent with their personality because personality traits are often difficult to change.

Limited capabilities. Most employees are limited in their capability to perform certain duties and will experience even more challenges when they are expected to perform tasks that are beyond their capabilities (Bergemann & McDonnell, 2020).

2.19.2 Performance Improvement Strategies
Identify and Clarify Roles and Expectations

According to Sonnenstuhl and Trice (2018:12), the first step to improve performance is to identify with all employees their roles and what they are expected to do. A job description would normally clarify the employee's role and serve as a basis for discussion between the manager and an employee. Most employees' performance is below potential because their managers cannot

identify with them the standards of performance to be achieved, their job description is, what the expected behavior is and the objectives to be achieved (Sonnenstuhl & Trice, 2018:13).

2.19.3 Training and development

Dheviests and Riyanto (2020:1065) discovered that there is a variety of training possibilities that organisations can choose from for their employees. Performance is improved when organisations invest in training for individual employees or a group of employees. Failure to achieve organisational goals because of poor performing employees is evident that a lack of training is the reason behind poor performance and that management will provide support once the training process is completed (Syamsuddin et al., 2021:91).

2.19.4 Organisation development

Organisational barriers that prohibit an employee from attaining expected performance levels must be dealt with and the management should discuss how they can remove them (Kiruja & Mukuru, 2018:74). This discussion will include a problem identification and resolution meeting that involves all the employees in the department. Such discussions must be well planned and identified problems must be dealt with after the session. Organisations that use this strategy focus on employee involvement by making employees part of the development and implementation of action plans to resolve problems (Kiruja & Mukuru, 2018:75).

2.19.5 Increased feedback

Soss, Fording and Schram (2011) & Stone and Stone (2013) noted with concern that the reason for poor performance is that employees are not provided with accurate and timely feedback on their performance. Increased feedback systems and performance measurements may improve employee effectiveness and behaviour. Effective increased feedback includes knowing what is expected by the employee in measurable terms. The feedback must be communicated to the employee either through a supervisor or other reporting mechanisms (Mabunda, 2019:29).

2.19.6 Implementation of the solution

Managers and unions must deal with type 1 performance problems in a more developmental and non-adversarial manner. There are various sources of problems as discussed earlier and they are difficult to solve. Mabunda (2019:33) stated that implementing these solutions requires skill in motivation, leadership, communication, feedback and measurement. Managers and supervisors should importantly recognise their obligation to manage performance problems. They must take into consideration that personal involvement is necessary. Trade unions need to recognise their

responsibility to work with management to implement improvement strategies. Each of the above strategies represents a win/win situation for managers, unions and employees (Dhillon & Ling, 2019:178).

2.20 Dealing with Type 2 Situations: Personal Problems

According to Mabunda (2019:35), over the past twenty years, management and union attitudes towards personal problems and their impact on performance have changed drastically. Organisations once believed that an employee's problems are their responsibility but are now involved in helping an employee overcome them. These changes are a result of cooperation between management and labour. The majority of personal problems are a result of the following:

2.20.1 Family and personal problems. Almost everyone during some time in their career has personal and family problems that negatively affect their performance. Employees have families (parents, children, brothers, sisters) who face distinct challenges or even death. There are personal problems related to financial constraints, relationships and lifestyles that are significant in affecting employee motivation and commitment (Mabunda, 2019:37).

2.20.2 Health and stress problems. Stress levels related to working under modern organisations can affect an employee's health severely and lead to personal problems such as drug abuse, alcoholism or absenteeism. Approximately, a minimum of 6% in any organisation is suffering from drug abuse problems (Dhillon & Ling, 2019:182).

2.20.3 Family and personal problems. These are the major causes of unsatisfactory performance. Every employee has personal or family problems that affect their work performance in their career. Employee individuals have parents, children, brothers and sisters who face different life challenges or even death. Likewise, there are financial challenges, relationships and lifestyle challenges that are significant enough to affect employee commitment and performance.

2.20.4 Employee assistance programmes (EAPs)

Manganyi and Mogorosi (2021:1738) asserted that professional help is needed to alleviate or deal with employee problems. According to Otto and Ukpere (2020:305), organisations and unions use employee assistance programmes (EAP's) to deal with employee personal problems and also refer employees to professional social workers, trained coordinators or counsellors. Sonnenstuhl and Trice (2018:32) found that EAPs are very effective in dealing with employee substance abuse and other numerous personal problems that affect employee performance and commitment. Having a programme that employees understand and know about is key to creating and sustaining a successful EAP (Kurniawan & Heryanto, 2019:96).

Hagemeister and Volmer (2018:214) recommended that organisations must have supervisors and union stewards who are skilled enough to confront employees about their unsatisfactory performance in a supportive manner. However, Otto and Ukpere (2020:475) contended that some employees will not always respond well to supportive programmes of assistance provided by the organisation. In such situations, unions can play a vital role in helping both the employees and management. Sometimes, disciplinary action is necessary to make an employee accept responsibility (Manganyi & Mogorosi, 2021:1738).

2.21 Disciplinary action in type 3 situations.
In type 3 situations, management is required to take disciplinary action. Some causes are:
- Theft of company property,
- Sexual harassment or other forms of harassment and
- Willful damage to property belonging to the company.

In type 3 situations, the test used to determine whether disciplinary action is justified is whether:
- The employee deliberately carried out the act,
- The employee knew or should have known what he was doing was wrong
- Reasonable rule existed and
- Discipline invoked on the employee is appropriate to the offence.

Was the act deliberate?

Management has the responsibility to prove that the act occurred to determine whether the employee deliberately carried out the act by collecting evidence from witnesses, documents and

relevant records. The type of investigation provided should be accepted by all parties – 'an agreed statement of facts. The need for this agreement must be recognised by both management and labour to ensure fair treatment and avoid being trapped in a vicious cycle (Coetzee & Steyn, 2017).

Was the Employee Aware of the Rules?

Ermayenti and Heryanto (2019:72-73) maintained that whether the employee was aware of the rules is the second technique of discipline in type 3 situations. As for Raines (2019:75), the onus rests with management to make organisational rules known to employees through orientation, induction and ongoing training and communication. Raines (2019:78) stated that some organisations distribute a code of conduct every year to remind employees of their duties. Employees are expected to read and understand the code and sign a consent form stating that they have read and understood the code. The code allows management and labour to work together to achieve equitable treatment of employees.

Are the rules reasonable?

The extent to which rules are reasonable can also be resolved by the development of a code, along with training programmes and policies. Consultation between management and unions help improve the level of understanding and avoidance of conflict if management takes disciplinary action (Ermayenti & Heryanto, 2019:73).

Is discipline appropriate?

According to Ermayenti and Heryanto (2019:75), organisations use a 'progressive' approach to discipline their employees, whom they believe is appropriate to punish employees and prevent a recurrence. Employees are given a verbal warning as a first step. The recurrence of the offence over time leads to a written warning and if continued violations occur, the disciplinary action amounts to suspension and further termination of a contract. In cases of severe offences, less severe measures of discipline (verbal and written warnings) are skipped and more serious measures of discipline are applied (Raines, 2019:79).

Labour management co-operation

According to Kuncorowati and Rokhmawati (2018), management uses progressive discipline for a very long time. Further, Keune and Pedaci (2020:141) suggested that it is a normal practice that arbitrators require managers to have used a progressive approach to discipline first before invoking suspensions and employment terminations. The progressive aspect of this process is its benefit (Keune & Pedaci, 2020:141-142). Employees who know that harsh punishments are available learn not to commit the offence because they do not want to be punished.

Agrasadya (2020:16) believed that the extent to which progressive discipline has become prevalent (and required by the arbitrators to be used) plays a role in creating an adversarial situation that is common today. Keune and Pedaci (2020:141) contended that it is difficult to believe the rationale that employees will change their behaviour through the progressive application of punishment. Employees need to know that certain offenses lead to negative punishments and employees must be informed by their managers of these consequences. The union is also mandated to inform its members (Keune & Pedaci, 2020:142). Acknowledgements of these responsibilities allow an opportunity for management and labour to effectively collaborate.

2.22 Dealing with type 4 situations

Type 4 situations are difficult to deal with and to analyse because they are the combination of types 1, 2 and 3 problems. Management and unions in type 4 situations have tried to resolve the problem using supportive, corrective and non-punitive measures. When all these measures have not yielded the desired results, disciplinary action signals to the employee that urgent change is required. It is complex to resolve type 4 problems because they derive from both types 1, 2 and 3 problems. In each of these cases, Keune and Pedaci (2020:143) suggested that management (ideally with unions) should take corrective, non-punitive measures before implying discipline; hence, the potential for a vicious cycle is increased.

2.22.1 The implementation of a new approach

According to Agrasadya (2020:16-17), organisations that discipline their employees without invoking punishment (non-punitive discipline methods) experience improved labour relations and decreased grievances rates. However, the question is: what should be done by managers and

unions to deal with implementing a new approach to diagnose and deal with performance and disciplinary problems? To be effective, it involves cooperation between management and labour in undertaking a joint assessment of the impact of current practices on employee relations.

2.22.2 Assessment and determination of readiness

As for Singh and Singh (2018:09), if the change is to be effective, the parties need to assess and determine the effect of the current situation on employment relationships, organisational effectiveness and quality of working life. Thus, Singh and Singh (2018:10) emphasised that a comprehensive assessment of the current employment relationship is necessary before developing a desire for change. Employees and supervisors should be included in the process and brought together to discuss the impact that current situations have on them (Bergemann & McDonnell, 2020). The cost of information and time requirements associated with the current situations need to be taken into consideration and re-developed if need be. Lastly, Keune and Pedaci (2020:145) stated that information on performance, attendance and grievance rates should be gathered to provide a baseline for later comparison. This type of information also provides and develops a sense of urgency for change.

2.22.3 Set-up, Education, and Training

According to Raines (2019:76), change is a process that needs 'champions' within the organisation to lead it. Further, Keune and Pedaci (2020:147) stated that leaders from both parties make up a steering committee that will provide a structure to management and labour, not only to guide the implementation process but act as a vehicle for decision making on critical issues of policy and process design. Bergemann and McDonnell (2020) believed that facilitators are needed to act as the 'foot soldiers' for the steering committee.

Education and training are critical to the entire process in NAPDM (Bergemann & McDonnell, 2020). Keune and Pedaci (2020:146) held a view that management and union leaders are required to learn about concepts that promote effective performance and strategies to deal with disciplinary situations. Moreover, they also need to learn conflict-resolution skills, communication, negotiation and problem-solving skills. Raines (2019:79) & Bergemann and McDonnell (2020) continued to suggest that whilst employees learn about the changes in policy and procedure, facilitators learn about coaching and mediation strategies.

2.22.4 Implementation

According to Raines (2019:78), the implementation of NAPDM is to identify and deal with situations where the action is needed. However, managers may be anxious to act since some new policies and processes minimise the likelihood of an adversarial cycle and the early stages are crucial to success. Individuals from management, unions and the workforce watch to see how unions and management handle individuals and incidents.

2.22.5 Process review

The process review is ongoing. Bergemann and McDonnell (2020) emphasised that the process review is the primary responsibility of the steering committee but also includes facilitators, unions, management and employees. Parties monitor progress using the process review (Amri & Ramdani, 2021:91). Information collected through the review is used to ensure the success of implementation (Raines, 2019:81). Elements examined in the original assessment are covered in the process review-attendance statistics, performance data and so on, along with follow-up focus groups with employees and supervisors (Raines, 2019:79).

2.22.6 Support requirements

A successful NAPDM requires support systems and processes. The development of the support requirements enables a third-party consultant to play an important role (Falcone, 2019:12). Moreover, training programmes, facilitators, steering committee, processes, policies and an effective employee communications mechanism are necessary to build an understanding of the NAPDM. According to Falcone (2019:09), a positive recognition processes that recognises employees who are doing well needs to be created – instead of focusing on them doing things wrongly.

The new approach developed to diagnose and deal with performance and discipline problems entails a "paradigm shift' from management and labour (Keune & Pedaci, 2020:152). For this change to be effective, the parties' established ideas and beliefs need to be ruled out. In most cases, there are bitterness and anger that run deep through the relationship and act as a barrier to an effective transition. However, management and labour will work together to change and improve safety, viability, training and organisational survival. The collaboration between both parties to successfully manage disciplinary challenges and employee performance characterises an effective way in which they can find amicable solutions and win-win outcomes for their mutual benefit (Falcone, 2019:11).

2.23 The effects of human resource management policies on organisational performance

According to Guest (2017:26), human resource policies refer to internally consistent practices accomplished by the organisation to improve motivation, knowledge and skills that enable employees to perform their duties in the best manner. According to Saeed, Afsar, Hafeez, Khan, Tahir and Afridi (2019:425), these practices include recruitment and selection, training and development, performance management, remuneration systems, industrial relations and occupational health and safety. Olson, Slater, Hult and Olson (2018:65) argued that there are no human resource policies that can successfully achieve the organisation's best interests. Olson et al. (2018:66) explained human resource policies and aligned them with the organisation's level of performance. Guest (2017:29) further associated human resource policies with the reduction of costs and effective strategy.

According to Saeed et al. (2019:426), people are the most important part of every organisation; hence, business management focuses on how to deal with employees. Organisations can adopt a variety of human resource policies to enhance employee skills. Firstly, efforts must focus on improving the quality of employees hired by the organisation, and/or improving the skills of current employees. Research conducted by Saeed et al. (2019:428) suggested that recruitment and selection are positively related to organisational performance. In addition, organisations can improve the quality of current employees by providing training and development activities after selection. Tangible evidence suggests that investments in training can lead to beneficial organisational outcomes (Guest, 2017:30). The effectiveness of skilled employees will be minimal if they are not motivated to perform their assigned duties. However, managers overcome this by implementing merit pay or compensation systems that reward employees for meeting certain goals. Lastly, how the organisation is structured should affect organisational performance to an extent that motivated and skilled employees determine what work is to be performed and how this work is to be performed (Aeni & Kuswanto, 2021:22). Furthermore, Saeed et al. (2019:428) argued that providing employees with job security encourages them to work harder.

According to Guest (2017:29), the most significant factor in the success of the organisation is the know-how-to-attract, retain, train, develop, motivate and maintain qualified human resources. Lai, Saridakis and Johnstone (2017:475) associated human resource policies with a cost reduction strategy. Lai et al. (2017:474) stated that the main reason behind implementing human

resource policies/practices is to gain market share and achieve profitability. Human resource management policies are a key factor in good people management and play a significant role in the retention of employees in organisations. As much as human resource policies give organisations a competitive edge over their competitors, losing qualified staff is costly in terms of lost skills. Aeni and Kuswanto (2021:22) stated that good human resource policies might influence employee commitment, thereby affecting performance.

Olson et al. (2018:69) believed that for organisations to establish plans to improve performance, they should understand that power should shift from organisations to people. Organisations should revisit their human resource strategies to accommodate this shift and to gain a competitive advantage. Human resources policies are necessary to contribute to the greater well-being of people and allow them a greater professional fulfillment.

2.24 The impact of the organisations' good corporate governance and strong ethical stance on continued healthy organisational performance

According to Mahrani and Soewarno (2018:42), good corporate governance (GCG) evolved as a theme of academic discussion all over the world. Mahrani and Soewarno (2018:43) conceptualised good corporate as a set of organisational rules that govern the relationships between shareholders, governments, corporate managers, creditors, employees and other external parties relating to their rights and interests. Mahrani and Soewarno (2018:45) emphasised that corporate governance arises from the interests of the organisation to ensure the investors that the funds invested are secured and used efficiently. According to Aktan, Turen, Tvaronavičienė, Celik and Alsadeh (2018:40), an organisation requires good corporate governance, which helps build and maintain shareholder confidence and ensures that stakeholders are fairly treated. An effective system protects shareholders to recover their investments and ensures that the management performs to benefit the organisation (Aeni & Kuswanto, 2021:22).

The research conducted by Sugiyanto and Candra (2019:12) examined the interrelation between corporate governance and trust. Aktan et al. (2018:43) define trust as one of the four pillars of corporate governance and building a climate of trust is vital for good corporate governance. Tshipa, Brummer, Wolmarans and Du Toit (2018:3) found that trust, in corporate governance and trust among stakeholders, is an essential underpinning for disclosure of corporate and shareholder information and transparency. Further Tshipa et al. (2018:3) further stated that the

ground rules of any corporate governance structure should reflect trust and a strong ethical stance.

According to Mahrani and Soewarno (2018:48), the organisations with weaker governance structures face agency challenges and managers of such organisations benefit more from private benefits. Masegare and Ngoepe (2018:582) stated that the agency theory problems states that the managers of organisations are not too careful with the money of other people as with their own. The agency theory further suggests that the main purpose of corporate governance is to guarantee shareholders that organisational managers are working towards achieving the interests of the shareholders. Aktan et al. (2018:45) stated that, over the last three decades, researchers conducted studies to assess the relationship between corporate governance and organisational performance. Overall, the findings on corporate governance and organisational performance are mixed; on the other hand, some suggested that good corporate governance improves organisational performance (Mahrani & Soewarno, 2018:53; Puni & Anlesinya, 2020:153; Tshipa et al., 2018:12). On the other hand, other researchers found an inverse relationship between corporate governance and organisational performance (Aktan et al. 2018:55; Masegare & Ngoepe, 2018:583). Other studies (Chigudu, 2018:10; Sugiyanto & Candra, 2019:15) reported no significant relationship between corporate governance and organisational performance.

According to Tourigny, Han, Baba and Pan (2019:430), ethics are moral principles that explain what is wrong and what is right, good or bad and what is appropriate or inappropriate in different settings. Organisations operate under ethical behaviours whether formally or informally and aspire to comply with ethics and make ethics part of the organisation. Babalola, Stouten, Camps and Euwema (2019:2040) suggested that organisations should set ethics programmes which are activities, policies and procedures aimed to make employees understand and comply with the ethical standards as set by the organisation. Organisations with strong ethics programmes report improvements in ethical conduct.

Babalola et al. (2019:2045) stated that a system of reward and punishment is a key factor that promotes ethical behaviour and the majority of organisations include ethics in their performance appraisals. One way to ensure employee compliance with ethical standards is to generate a sense of threat while ethical behaviour encourages employees to behave ethically to improve

performance. Tourigny et al. (2019:435) claimed that organisational managers could use organisational ethics to generate favourable organisational goals.

2.25 The impact of workplace discipline on the employee relationships

As for Ibrahim, Yahaya, Kasimu, Abdulrauf and Aliyu (2021:255), organisations consist of groups of people and independent individuals who work together to achieve organisational goals and objectives. Okolie and Udom (2019:96) defined organisational performance as the ability of the organisation to achieve its goals and standards effectively by using its resources. People in organisations interact with one another daily to fulfill their job roles and contribute effectively to their organisations. However, individuals enter the workplace with their unique set of skills, perceptions, abilities, attitudes and values and this in itself can be a source of conflict in any organisation. According to Falcone (2019:11), managers and supervisors use disciplinary action to resolve the conflict between individuals and groups and to ensure harmonious employment relations.

According to Okolie and Udom (2019:98), there is increased uncertainty faced by organisations as they navigate today's 'grand challenges' or challenges not confined to national, economic or societal borders. These challenges are diverse, ranging from complex societal issues such as severe economic downturns, climate change and political instability (Falcone, 2019). In today's world, these challenges can be a threat to organisations' survival, competitiveness, vitality and encouraging organisations to remain adaptive as they manage and organise their workforce. Falcone (2019:12) stated that with the recent outbreak of COVID-19, organisations face grand challenges of incomparable proportions, ones that compel them to manage unprecedented territory as they alter their workforce in technical, physical and psychological ways not imagined before.

2.25.1 Builds improved quality employee relationships

According to Maryani et al. (2021:7), with the hope that employees obey the rules and regulations of the workplace, this has the probability to build improved employee relationships in the workplace. In contrast, Bugdol (2018:145) discovered that disciplinary action may fail if it is used as a tool to punish employees in the organisation and the reason is that disciplinary action

creates emotional pain and if this is not addressed, has the potential to create harmful working relationships.

2.25.2 Promotes clarification of organisational policies and procedures

Mooijman and Graham (2018) stated that clear and formal policies and procedures save time and stress when dealing with HR-related issues at the workplace. The absence of written organisational policies and procedures may result in unnecessary conflict and effort spent trying to resolve and agree on a course of action. Ibrahim et al. (2021:255) emphasised that workplace discipline ensures that employees comply with policies and procedures and employers enforce the policies and procedures. According to Mooijman and Graham (2018), the clarification of organisational policies and procedures also improves the way an organisation looks from the outside. Workplace discipline helps ensure that the organisation complies with relevant regulation, formal policies and procedures and demonstrates that organisations are efficient, professional and stable, which can lead to improved organisational relationships and better public reputation.

According to Mooijman and Graham (2018), regardless of the size of the organisation, formal policies and procedures can make the organisation run effectively and efficiently. Workplace discipline ensures that employees are aware of how they should conduct themselves in the organisation. Fahn (2020) found that, upon reading workplace policies and procedures, employees should clearly understand how to approach their jobs. Workplace discipline also promotes the fairness of organisational policies and procedures to gain insight into the type of treatment they can expect from the organisation.

2.25.3 Workplace discipline and its impact on organisational goals

According to Ibrahim et al. (2021:255), any organisation, whether private or public, has goals that they want to accomplish. Thus, proper employee discipline is of utmost importance to achieve organisational goals. According to Bester (2019), workplace discipline is intended to encourage employees to behave sensibly at work where sensible behaviour is defined as compliance with organisational rules. Within any organisation, the creation, promotion and maintenance of discipline are significant for promoting any organised activity efficiently and effectively. Okolie and Udom (2019:99) emphasised that if individuals do not comply with the

rules, the organisation may collapse. Workplace discipline is essential because it creates a healthy industrial atmosphere and ensures that organisational goals are achieved.

It is in the above context that discipline may be an essential phenomenon in the organisation. Thus, managing workplace discipline is essential and involves the regularisation of employees' behaviour to be in line with established rules and standards to achieve organisational goals (Okolie & Udom, 2019:97). As stated, the main purpose of discipline is to ensure that employees in an organisation comply with the standards of behaviour that the management deems necessary to achieve the goals of the organisation.

As for Okolie and Udom (2019:98), workplace discipline is used as a corrective measure in organisations, not to punish the employee, but to correct behaviour or a current work standard to more appropriate levels. According to Bester (2019), it is the manager's prerogative to correct undesirable behaviour or actions and establish more acceptable norms and standards than those being corrected. It is thus important to give some form of correction following an unwanted response, in an attempt to help eliminate that behaviour or action. Furthermore, Hagemeister and Volmer (2018) argued that if discipline is used as an act of punishment, its results may not be that which is required and may lead to more problems in dealing with that specific individual or employee and will affect an organisation.

Further to the above articulations, the following substantiate this statement "the results of punishment are relatively short-lived; hence punishment only has a temporary effect on deterring unwanted behaviour rather than eliminating it (Bélanger et al., 2020). According to Bester (2019), punishment has a more permanent effect if the desirable behaviours are rewarded at the same time as punishing the undesirable behaviours. If this is applied in a work setting, for example, it would suggest that regularly punishing an employee who turns up late for work continuously would be more effective if the individual was also rewarded at the same time if he/she turns up for work on time. Hence, Ibrahim et al. (2021:255) contended that disciplining an employee for misconduct has focused on giving awareness of what not to do instead of encouraging preferred behaviours.

2.25.4 Workplace discipline and its effect on day-to-day activities

According to Bugdol (2018:143), there are several reasons why discipline can fail if it is used as a punishment mechanism in the organisation. One reason recognised is that the action causes a traumatic experience on the individual which can affect their performance (Mendropa, 2018:93-94). In this context, it is not physical pain but more of an emotional/mental pain felt as a result of the employee feeling humiliated because of being disciplined and this affects the organisation's well-being. Another issue that is also problematic is that punishment brings with it the effect of getting attention in the workplace (Bester, 2019). Other employees in the workplace may become aware that one of their colleagues is disciplined and this attention is often not the type that employees want to become associated with. Dhillon and Ling (2019:183) held a view that, when disciplinary action is perceived in this manner, it often will not be successful. Sonnenstuhl and Trice (2018:33) emphasised that using discipline in the organisation is a process of both control and power and this suggests that managers within the organisation should take care when effecting disciplinary action on an employee as the action often carries many consequences with it.

Other researchers (Hellgren et al., 2018; Hagemeister & Volmer, 2018; Atkinson, 2018; Oley et al., 2019) have found that one critical productive asset that needs special management in the workplace is the human element. Similarly, Al-Haidar (2018:843-844) maintained the view that employees as individuals are unique, unpredictable with different attitudes, skills, objectives, beliefs and characters. It is therefore difficult to predict the mind of an individual employee. According to Kiruja and Mukuru (2018:77), issues that arise from the inability to predict individual employee behaviour embrace conflicts, disorder and inability to achieve organisational goals. Hence, the conflict between the employer and an employee is most likely a continuous encounter in the workplace. Hayter and Lee (2018:70) found that employers must regulate a sound and healthy employer-employee relationship.

Ermayenti and Heryanto (2019:71-72) stated that the rules governing workplace discipline are developed as a result of negotiation between employees, trade unions and employers. Until to date, how disciplinary outcomes and processes are shaped by the interaction between various stakeholders is still overlooked. The literature still focuses on roles played by 'managers' and overlooks roles played by employees and trade unions (Dheviests & Riyanto, 2020:1064). While

managerial approaches to discipline are understood to be heterogeneous, there is still little information regarding how operational managers and human resources co-operate in practice when dealing with disciplinary issues. Chitimira and Lekopanye (2019:33) contended that operational managers do not like dealing with discipline through standardised procedures, instead, they adopt a pragmatic approach based on instincts and gut feeling, which has the potential to influence the employment relationship in the workplace. However, Sudirman Lie, Sherly and Dharma (2019:126) suggested that managerial decision making in disciplinary circumstances focuses on complex factors as opposed to preference to informality.

Transilvanus, Darsono and Sumarsono (2019:143) asserted that when organisational rules are made, there is a possibility that they can be contravened by employees. Discipline is used to ensure that the rules are kept for the success of the organisation. Most organisations and employers are exposed to pressure, highly competitive environments, client demands and financial constraints, which warrant the need for effective discipline (Manganyi & Mogorosi, 2021:1728). It is significant to note that the type of disciplinary management used does not disrupt employees' motivation, commitment and performance.

2.25.5 Workplace discipline and its contribution to organisational peace
Modern labour legislation requires employers to lay down rules and standards that promote organisational peace and are necessary for the orderly functioning of the organisation. These rules must be applied fairly and consistently (Chitimira & Lekopanye, 2019:33). Fairness also requires that employees should be allowed to adequately absorb the rules of the organisation. According to Dheviests and Riyanto (2020:1065), disciplined employees do not contravene the rules of the organisation but comply with the rules instructions from their superiors.

According to Azzahra, Ayuningtias, Anggadwita and Nurbaiti (2019:138), employers must adopt disciplinary rules that support and/or enhance the standard of performance expected of their employees. The form and content of disciplinary rules differ according to the size and nature of the organisation. Bangun, Ratnasari and Hakim (2019:13) suggested that an employer must ensure that the rules create certainty and consistency when discipline is applied. Certainty and consistency promote industrial peace and harmonious employment relationships.

In light of the above, this necessitates that there should be clear standards of conduct and must be made accessible to employees in a manner that they can easily understand. A study conducted by Transilvanus et al. (2019:144) found that some rules may be so clear that there is no need to communicate them to employees. According to Manganyi and Mogorosi (2021:1739), corrective and/or progressive discipline is a concept largely endorsed by the Courts. This concept of discipline encourages employees to understand and know the standards that are required of them. However, efforts to correct employees' conduct should be made through disciplinary measures such as warnings and counselling.

Most importantly, employers do not have to invoke formal procedures every time a rule is broken or a standard is not met (Kusuma, Lestari & Usman, 2019:3-4). Employers can deal with minor transgressions using informal advice and correction. Warnings can be issued in cases of repeated transgressions, which may be categorised according to the severity of the offence. Azzahra et al. (2019:139) noted with emphasis that dismissal is reserved for serious cases or repeated offences.

2.25.6 Conceptualisation of employment relationships

To understand the impact of workplace discipline on employment relationships, it is appropriate to first conceptualise and define employment relationships. The concept of "employment or industrial relations" has existed for a long time but has gained popularity in the 21st century due to its vital role in sustaining harmonious employment relationships between the employer and employees. Several researchers have defined the term employment relations in various ways (Park, 2018:42). However, Singh and Singh (2018:11) stated that there is no acceptable definition of employment relationships. Park (2018:42) concurred with de Flamingh and Bell (2020:29) that the conceptualisation of employment relations is a subject of controversy due to the differences in ideological or intellectual perceptions among the researchers who seek to define or conceptualise it. This suggested that the definition of employment relationships differs across researchers. However, the majority of these definitions have something in common. Below is a review of some of the definitions offered by the researchers.

According to Chernyak-Hai and Rabenu (2018:457), employment or labour relations are about the interactions that exist between people in an organisational setting. Mooijman and Graham

(2018:99) further argued that "employment relationship is tripartite in nature and involves interactions that occur between three industrial players namely the employees, the employers and the State". De Flamingh and Bell (2020:147) added that the interactions between the role players are dynamic and occur within a social, economic, legal and political framework. De Flamingh and Bell (2020:31) suggested that when defining employment or labour relations, the definition must be contextualised within a particular environment.

Employment relations refer to the type of interactions that exist between the employer and the employee in an organisation (Brollo & Mazzanti, 2018:1810). Park (2018:44) suggested that employment relations have direct and indirect impacts on the activities of an organisation. To some extent, the success and failure of an organisation depends on the kind of employment relations that occur within an organisation. A thorough review of this definition as argued by Patmawati and Realize (2018:133) suggested that it is limited in scope because it only focuses on the interaction between the employer and the employee without considering other stakeholders such as the state, customers, trade unions and employer's organisations. These stakeholders also play an important role towards the success of an organisation; hence, it is vital to consider them.

According to Brollo and Mazzanti (2018:1811), "the employment relationship is the legal link between employers and employees and exists when a person performs work or services under certain conditions in return for remuneration". It is through the employment relationship that reciprocal rights and obligations are created between the employer and employee (Park, 2018:45). In the field of labour law, employees gain access to their rights and employment benefits through the employment relationship. The employment relationship is and continues to be the key point of reference that determines the extent and nature of employers' obligations and rights towards their employees. Park (2018:43) noted with grave concern that conflict is regarded as normal in the employment relationship between management and employees. However, de Flamingh and Bell (2020:33) believed that employment relationships between these two parties depend on cooperation and understanding to achieve organisational objectives.

According to Agarwala and Saha (2018:16), employment relations are "a system of rules that deals with certain regulated or institutionalised relationships in the industry". Further,

employment relations as a field of study is relatively new (de Flamingh & Bell, 2020:34). Agarwala and Saha (2018:17) held the view that employment relations focuses on people because of their involvement and dedication in the work settings. The employment relationship is human and as such, it comprises of human relationships namely friendships, marriage and business partnerships, social, religious and political liaisons. Agarwala and Saha's (2018:18) definition of employment relations is similar to others but has an added dimension. This definition suggests that the relationship that exists between the parties must be regulated by a system of rules and regulations.

In this study, employment relations are the interaction between the employer and their associates, employees and their trade unions and the state/government (de Flamingh & Bell, 2020:34). They add that the kind of interaction that exists between these role players in the employment relationship includes issues such as employment challenges, working conditions, employment grievances and labour, level of production and efficiency, remuneration, health, safety and welfare of employees, social security and employee development. It also includes the totality of orientations, policies, concepts, theories, procedures and sound practices of managing conflict at work (Manganyi & Mogorosi, 2021:1738). A critical overview of this definition suggests that it is broad and covers all issues that pertain to employment relations and its role players.

2.25.6.1 Effective workplace discipline and improved employment relationships
For this study, the effectiveness of workplace discipline is understood as the improved behaviour on the part of the disciplined employees, the positive emotional response on the side of the employee and lesser negative outcomes (including fewer interactions with the employer after discipline (Fahn, 2020:07). Hence, after an employee is disciplined, they should be motivated to effectively perform better without anger or negative emotions. Furthermore, Spurk and Straub (2020:03) believed that disciplined employees should display positive changes, coupled with a positive relationship with disciplining manager.

It is in the above context that when managers engage in a two-way discussion (for example, adequately provide explanations and listen to employee's views), employees are likely to improve their behaviour after disciplinary action. An improvement in employee behaviour promotes good industrial relations. Fahn (2020:7-8) stated that engaging in a two-way discussion

positively relates to encouragement and relates negatively to anger and defensiveness. Additionally, Spurk and Straub (2020:04) found that private and timely discipline is necessary because it relates to fewer negative outcomes after discipline.

Further to the above articulations, considering workplace discipline takes into account the structure of the employment relationship between the line managers and Human Resources (HR) practitioners and how the relationship shapes disciplinary processes and the consequent outcomes. The current generation of managers operates in a complex legal environment and within a highly litigious culture (Brandl, 2020:03). Therefore, developing necessary skills alone is insufficient; however, one must also consider whether operational managers will have the confidence to address 'complex' issues. Significantly, HR practitioners continue to play a key role both in sustaining the relations between main actors underpinning informal processes and facilitating informal resolutions (Brandl, 2020:4).

Wouters (2019:199) posited that workplace discipline and disciplinary rules have long been perceived to be the key constructs of the employment relationship. The public policy conceptualised workplace discipline as a process used by managers to improve employee behaviour through fair procedures. Wouters (2019:199) stated that academic research emphasised using discipline both to exert influence over the labour force and as a means of punishment. Marlina, Setyoningrum, Mulyani, Permana and Sumarni (2021:39) expressed the view that the role of HR professionals is key in providing advice and expertise to ensure that employers comply with the procedures of discipline and avoid litigation costs.

Firstly, such decisions are based on the managers' relations with their employees. Hence, managers may consider specific circumstances of a particular employee (Agarwala & Saha, 2018:19). For example, managers may want to be lenient to employees who have served for a long time. Similarly, managers may understand employees who face time-keeping issues due to caring responsibilities rather than the employee who is persistently late because of drinking each night (Prasetyo et al., 2021:29). On the other hand, if there are issues that undermine a manager's authority, they may use an autocratic approach to reaffirm their authority and send a strong warning to others that such behaviours will not be tolerated (Brandl, 2020:3).

Secondly, senior managers firmly apply formal procedures that do not offer the required flexibility to stabilise disciplinary considerations against the operational requirements of the work context (Ibrahim et al., 2021:259). Managers' competencies, skills, capabilities and their stand in the organisation have the potential to shape the way they view workplace discipline. A survey conducted by Rodgers (2019) indicated that operational managers take less responsibility regarding people's management because of their attitudes and abilities. These attitudes shape the employment relationship in the workplace. Some managers consider disciplinary processes to be time-consuming (Wouters, 2019:198).

2.25.6.2 An overview of the employment relationships and the labour markets
According to Rodgers (2019:537), current changes in the world of work in general and labour market, in particular, give rise to new forms of employment relationships which are not always following the employment relationship itself. While this increases flexibility within the labour market, it also leads to an increased number of employees who are not protected by the employment relationship and whose status of employment is unclear. This challenge was described in 2004 by the Director-General of the International Labour Organisation (ILO) as: "The State has a key role to play in creating an enabling institutional framework to balance the need for flexibility for enterprises and security for workers in meeting the changing demands of a global economy" (Rodgers, 2019:538). At the heart of national policies to meet the social challenges of globalisation is a dynamic strategy for managing labour market (Agarwala & Saha, 2018:18).

Du Toit and Sirkhotte (2019:171) found that the legal framework that governs the employment relationship is a significant component that manages changes in the labour market considering the need for flexibility and security. According to Rodgers (2019:538), the issue of the employment relationship has and continues to be on the agenda of the ILO Conference. The following sections discuss the evolution of the discussions at the ILO conference regarding the employment relationship in 2003.

2.25.6.3 Discussions at the ILO conference on the employment relationships
According to du Toit and Sirkhotte (2019:173), the ILO is a special institution of the United Nations (UN) that engages in labour matters. Its head office is in Geneva, Switzerland. It is responsible for hosting the annual International Labour Conference in Geneva every year in

June. Yang (2020:8) emphasised that the ILO is significant for maintaining employment relationships because it desires quality employment relationships to prevail across the globe. Furthermore, Yang (2020:8) noted that these employment relationships are viewed as a reference point for examining different work relationships. The ILO ensures that its Conventions and Recommendations are adopted by a majority decision during the conference. The ILO's core mandate includes: "formulating and supervising international labour standards in the form of conventions and recommendations, setting minimum standards of basic labour rights; freedom of association, the right to organise and treatment and other standards regulating conditions across the entire spectrum of work-related issues" (Tiri & Aliaj, 2019:67).

In light of the above, the ILO conference concluded that employee protection is at the heart of the ILO's mandate (Singh & Singh, 2018:19). Hence, Otto and Ukpere (2020:475) emphasised that the ILO's role is to assist countries in developing policies that ensure that labour laws governing employment relationships protect employees. Tiri and Aliaj (2019:68) stated that the ILO's Decent Work Agenda protects all employees to work in conditions of dignity and decency, irrespective of their employment status. Du Toit and Sirkhotte (2019:175) claimed that the ILO conventions influence the labour law systems of South Africa. According to Tiri and Aliaj (2019:68-69), the ILO's conventions influence is significant in particularly two ways. Firstly, by ratifying ILO conventions, countries are under the supervision of the ILO standards system. Secondly, the Southern African Development Community (SADC) encouraged member states to ratify and implement the core ILO standards (Tiri & Aliaj, 2019:72). Further, Small (2017) stated that the core ILO conventions are ratified by SADC besides Madagascar and Namibia since its commencement was in 1992.

The ILO has several conventions. These include the Freedom of Association and the Right to Organise Convention No 187 of 1948, the Right to Organise and Collective Bargaining Convention No 98 of 1949, Convention on Discrimination No 111 of 1958, Equal Treatment Convention No 118 of 1962, Vocational Rehabilitation Recommendation No 99 of 1955, Unemployment Convention No 168, Examination of Grievances Convention No. 130 of 1967 (Huna, 2016). Examination of Grievances Convention is the main ILO Convention that supports this study (Yang, 2020:17).

The examination of Grievances Convention No. 130 of 1967

The Grievances Recommendation, 1967 (No. 130) examines the following general principles:

- Every worker should have the right to submit a grievance without suffering any prejudice whatsoever as a result and
- Any grievances submitted should be examined via an effective procedure that is open to all employees (Huna, 2016).

The above principles, according to Huna (2016), result from employees basic rights as members of society. According to Tiri and Aliaj (2019:72), ensuring the speedy resolution of grievances through dialogue and protecting employee rights is beneficial to organisational performance and the economy at large. Hence, Thomas (2018:28) emphasised that the ILO's approach to resolving grievances should focus on the dialogue between employers and employees to find an amicable solution within the organisation. Tiri and Aliaj (2019:74) concurred with the above suggestions because they believed that in some situations, grievances may result from honest mistakes that could have been resolved easily within the organisation without resorting to more formal procedures. Three basic parameters can ensure balance in the design of grievance procedures as follows:

Firstly, Thomas (2018:31) stated with concern that organisational procedures to resolve disputes should offer genuine possibilities to arrive at a settlement. As suggested by Tiri and Aliaj (2019:73), the procedures to resolve grievances should be more than a series of administrative steps taken within the organisation before arriving at external conciliation or arbitration processes. For example, an employer representative who intends to resolve a grievance must have the authority to do so to minimise cases to be resolved externally (Thomas, 2018:33). In cases where the grievance concerns misconduct by a manager, the aggrieved worker is not required to take the complaint to that manager.

Secondly, Thomas (2018:34) pointed out that if employees or first or second-line managers do not reach a consensus, it should be acceptable to take a grievance to the senior level of management. Thirdly, if employees are not satisfied after having used all the internal processes and procedures, unsettled grievances should be resolved via conciliation, arbitration, recourse to

a court or other authority or procedure that parties have agreed upon (Thomas, 2018:35). Tiri and Aliaj (2019:69) found that in countries such as Germany, Italy and England, employees may take the complaint directly to the commission for conciliation, mediation and arbitration or adjudication without first utilising the internal grievance processes to resolve the grievance. Tiri and Aliaj (2019:71) contended that the availability of internal grievance procedures should not prejudice employees who want to make complaints directly through external dispute settlement processes (such as CCMA, Labour court and quasi-judicial authority).

According to Thomas (2018:35), the procedures for grievances can be realised through collective agreements, national laws and regulations and organisational rules developed with or without consulting employee representatives. Yuliandi (2019:7215) held a view that employers and employees agree and develop grievance procedures that vary between countries. Bester (2019:33) added that, in Germany, private sector employees have a statutory right to voice their grievances concerning employment and to obtain protection from prejudice because of having done so. The law also establishes the basic outline of the procedure to be followed. Organisations employing above twenty workers in India establish a Grievance Redressal Committee with equal representation from employer and employee sides and an equal number of males and females where appropriate. Yuliandi (2019:7216) emphasised that the Committee has forty-five days to issue a ruling on employee complaints and workers may appeal the ruling of the committee.

According to Yuliandi (2019:7219), the following criteria may be considered to ensure procedural fairness and to ensure that worker complaints are dealt with consistently and transparently: Grievance procedures should be uncomplicated and rapid as possible and on each stage, there may be time limits. Furthermore, grievances should not be converted into complex machines with little or no hope that they will be resolved. Yuliandi (2019:7210) emphasised that employees should be afforded a right to be present and participate directly in the procedure. Thus, the decision-making process should not occur behind closed doors. According to Bester (2019:33), all employees may be represented or assisted by a trade union representative or any other person of employee's choice. Informal workplace procedures can intimidate employees; hence, they must be allowed to ask a representative they trust to assist them with their case or

speak on their behalf. Similarly, employers may also be assisted or represented by an employer's organisation (Bester, 2019:33).

According to Aulia Safitri et al. (2019:7), the time taken participating in a grievance procedure should not affect worker earnings, up to and including participating in external conciliation or arbitration. Aulia Safitri et al. (2019:13) stated: "also, there must be no hidden or indirect cost to the worker (or their chosen representative if employed at the same undertaking) from attempting to ensure respect for what they understand to be their rights". Aulia Safitri et al. (2019:12) argued that workers who have brought forward a grievance should not suffer any prejudice (demotion, discipline and a lack of benefits).

2.25.7 Impact of workplace discipline on organisational commitment

Organisational commitment is defined as a strong desire to remain as employees of a particular organisation, the desire to strive to suit the organisation and to accept fully the values, perceptions and goals of the organisation (Syukri & Heryanto, 2019:103). It is an attitude that reflects employee loyalty in the organisation and an ongoing process whereby employees express concern to their organisation. Organisational commitment influences the success of an organisation. Jena and Pradhan (2018:382) held a view that committed employees perform responsibilities effectively assigned to them. Employees are essential in an organisation because they possess the talent, energy and creativity that is needed by the organisation to achieve its goals. Syukri and Heryanto (2019:105) expressed that organisations focus on the interests of employees to enhance their commitment to a wide range of needs. Professional employees are also individuals who have a variety of needs and expectations from their managers. The extent to which these needs are satisfied relies on the motivation of each employee to put in extra effort to achieve the goal. According to Mokgolo and Dikotla (2021:15), managers should enforce the discipline of employees when improving organisational commitment.

Discipline must be applied correctly to ensure that employees carry out the responsibilities well and comply with the existing regulations. Aniefiok, Vongsinsirikul, Suwandee and Jabutay (2018:358) stated that highly disciplined employees are committed to their organisations and do the job as well as possible and ensure that they do not make mistakes and improve performance. Disciplined employees obey organisational rules and conduct all duties well without being

coerced, thus, such employees must be fully committed to their organisations to perform their duties effectively.

A study by Aniefiok et al. (2018:361) found that justice is a factor that must prevail in the workplace regarding the implementation of workplace discipline. According to Lambert, Keena, Leone, May and Haynes (2020:07), "when justice is advocated as a core value of an organisation's management philosophy and enacted through a set of internally consistent management practices, it can build a system-wide commitment that is valuable and unique in the eyes of employees and may lead to competitive advantage". Ultimately, procedurally fair treatment could lead to desirable outcomes in the organisation such as job satisfaction, organisational commitment, increased employee performance and organisational citizenship behaviours (Lambert et al., 2020:9). These outcomes may lead to employee satisfaction regarding how discipline is implemented.

2.25.8 Is a form of conflict resolution

The emergence of conflict between the parties indicates that there is non-compliance with policies and procedures and each party prioritises its goals and objectives to be achieved (Fahn, 2020). Parties in conflict will find it difficult to communicate, as a result, work coordination becomes poor and work information is obstructed. Mokgolo and Dikotla (2021:15) also discovered that the frequent non-compliance with organisational policies and regulations creates conflict and affects organisational performance. Disciplined employees can cooperate with their employers to resolve conflict. Compliance with organisational policies limits any conflict that might arise and the consequences of that conflict. Wouters (2019) found that organisations encourage the compliance of organisational policies and procedures to reduce injustices and to resolve any conflict to promote organisational effectiveness and efficiency.

Organisations also rely on compliance with policies and procedures to reduce injustices and guide decision making. However, formulating policies does not guarantee that employees will perceive them as fair. Workplace discipline is one of the most important assets in the organisation because a high awareness of discipline makes employees perform at their highest level and do away with any misconduct that can create conflict in the organisation. Wouters (2019) found that to minimise conflict, every employee who works in the organisation must be

able to comply with organisational policies and perform the tasks assigned by their employers. Wouters (2019) also discovered that the decline in employee discipline leads to frequent conflicts that occur in the organisation.

2.26 Factors that affect workplace discipline

Numerous factors can contribute to effective discipline. When these factors are adhered to, they can promote effective workplace discipline. Such factors include punishment directly linked to employee misconduct, maintaining the privacy of discipline, time of discipline as not to be too soon or not too late, employee alternative, appropriate behaviours, the fairness of discipline and justness. They also include the failure to manage conflict in the workplace, timing – meaning employee is disciplined immediately after misconduct occurred, consistency – the employee is disciplined the same for similar offenses; privacy – discipline is conducted privately as opposed to in the presence of other people; explanation – employees allowed to explain the reasons for their misconduct/employer gives reasons for disciplining the employee and voice – employee allowed to give his/her views (Bergemann & McDonnell, 2020; Lee, 2019; Mooijman & Graham, 2018; Ortega, 2018; Sonnenstuhl & Trice, 2018; Stroube, 2020).

2.26.1 Punishment directly linked to the employee misconduct

This strategy involves issues of contingency, which explains the principle that punishment is effective if it is linked to inappropriate behavior that needs to be corrected (Mooijman & Graham, 2018).

2.26.2 Maintaining the privacy of discipline

Researchers (Mooijman & Graham, 2018; Moergen, Kish-Gephart & Tilton, 2020) held the view that punishing an employee should be done in a private setting whenever possible. Studies (Kish-Gephart & Tilton, 2020; Mooijman & Graham, 2018) show that punishment creates less defensiveness on the side of the employee when it is conducted in a private setting. Furthermore, Moergen et al. (2020:135) stated that "private punishment may be considered benevolent since employees are not humiliated in front of their co-workers". However, supervisors should focus on group performance and discipline must enable work leaders to dissuade others from engaging in undesirable behavior by showing what happens when undesirable behaviour is performed (Bergemann & McDonnell, 2020). This is evident from Bandura's social learning theory, which

suggests that people learn from each other by imitating others' actions and by observing the consequences others experience because of their behaviour.

In light of the above, if punishment is perceived as a social occurrence, it may maintain social norms within a group, indicating appropriate and inappropriate behaviours to observers and dissuading misconduct in social group members (Moergen et al., 2020). In addition, social learning theory posits that individual employees are less likely to imitate a behaviour that results in punishment but are more likely to model behaviour if they perceive positive outcomes associated with it. According to Bergemann and McDonnell (2020), supervisors who cannot punish the inappropriate behaviour of others lowered motivation, commitment and cohesiveness of those employees who perform appropriate behaviours. Furthermore, this notion is also supported by Bergemann and McDonnell (2020) who found that the failure to discipline others' inappropriate behavior is viewed as punishment by those high performing employees. Supervisors who punish inappropriate behavior are perceived as rewarding by these high performers.

For punishment to be meaningful and beneficial, employees must be shown what happens to those who misbehave (Zipay, Mitchell, Baer, Sessions & Bies, 2020). Thus, it is also significant to discipline wrongdoers in public to set an example to other wrongdoers about what happens if they misbehave. Belittling or degrading employees in public is more likely to create fear and hatred. According to Bergemann and McDonnell (2020), the whole point of punishing an employee lies in minimising future misconduct. However, public punishment is unintended to publicly humiliate employees.

2.26.3 A delay to invoke punishment

According to Obon and Beja (2022:751), timeliness is significant to employee punishment because it maximises the perceived link between the offense and the actual punishment. Nevertheless, it may not be appropriate to take harsh/punitive action without further review. Therefore, a thorough evaluation is necessary on the part of supervisors before deciding on any punitive action (Zipay et al., 2020). Furthermore, a manager can delay the process if he is unsure of how to handle discipline correctly or is unsure of the correct disciplinary procedure.

Lee (2019:17) concurred that both managers and supervisors often make mistakes in the employee correction process. Managers often make mistakes because they are repeatedly "out of control". Thus, Zipay et al. (2020) found that it may be appropriate to delay punishment if the emotional state of the manager is likely to lead to unduly harsh decisions taken against the employee. Authorities are more likely to criticise employees/subordinates only when certain things upset them and could no longer hold their temper (Lee, 2019:18). Because of the manager's strong emotions, punishment is delivered in a harsh, biting, sarcastic tone combined with negative outcomes that include demotion, transfer and threats of employment termination (Bergemann & McDonnell, 2020). Such criticism is highly dysfunctional.

In light of the above issues, Ortega (2018:23) found that delaying the process of administering punishment may be appropriate – but not too much of a delay. To buttress this further, Lee (2019:21) stated that managers who delay too much to give negative judgments often irritate others upon which judgment is given, thus, creating an even more traumatising situation. Hence, the judgment they give is more likely to be ineffective and may negatively influence organisational commitment and negative attitudes towards supervisors.

2.26.4 Employee alternative and appropriate behaviours
According to Sonnenstuhl and Trice (2018:35), it is the responsibility of the employer to provide an alternative constructive behaviour to employees that should replace specific maladaptive and inappropriate behaviour. For example, when a manager criticises an employee for inappropriate behaviour, it should be followed by teaching a new alternative behaviour that will replace the inappropriate behaviour. Ortega (2018:26) emphasised that punishment teaches an employee what not to do, not what to do. Hence, Lee (2019:19) stated that a wise supervisor and/or manager would give an alternative behaviour to replace inappropriate behaviour.

2.26.5 The fairness and justness of discipline
Ortega (2018:24) stated that "one of the most contested issues in organisations is employee discipline". To uphold employee discipline, fairness must be ensured to prevent legal challenges while ensuring the justness of the punishment process. Organisational justice is necessary to ensure fairness and prevent legal challenges during the punishment process. Mooijman and Graham (2018:97) understood organisational justice as the members' sense of moral propriety of

how they are treated. It effectively allows people to work together. However, the fairness of punishment must be perceived by other coworkers.

According to Obon and Beja (2022:752), observers are unlikely to have negative attitudes if they perceive that the employee received fair punishment. Furthermore, Mooijman and Graham (2018:103) observed that the justness of punishment results in positive outcomes among subordinates who viewed punishment as just. Moreover, Mooijman and Graham (2018:105) found that the employees who view punishments as fair are high performers, satisfied with their jobs, committed to their organisations and display good organisational citizenship behaviours. On the other hand, fairness is also negatively associated with turnover and absenteeism.

Mooijman and Graham (2018:98) stated that "the authorities who distribute outcomes fairly are trusted by employees (distributive justice), make consistent decisions accurately (procedural justice) and respectfully communicate their decisions (interpersonal justice) in an honest manner (informational justice)". Moreover, Otto and Ukpere (2020:476) found that managers who treat subordinates fairly experience few legal challenges and a more conducive and harmonious work environment.

2.26.6 The consistency of discipline and procedures

In general terms, consistency refers to the reliability of logical adherence to successive events or results. For this study, consistency refers to the same set of rules and procedures applying to all employees within the organisation, regardless of age, position or any other criteria similar to this. A study by Ortega (2018:12) found that employees perceived the importance of applying the same rules to all workers at all times in an organisation. Unfortunately, rules are not applied equally to all employees at the workplace as some employees get off "lighter" than others for the same misconduct committed. According to Mooijman and Graham (2018:102), "an employer is guilty of an unfair labour practice if he acts unfairly when suspending employee or imposing a disciplinary sanction short of dismissal". Thus, employers have to act correctly when dealing with disciplinary cases and their behaviour should apply to all reliably. If employees perceive that the employer is inconsistent in applying disciplinary action, it could harm the trust relationship between the employer and employee (Baktir & Hartono, 2022:112).

Poor disciplinary applications and procedures result in organisations paying a hefty price. This includes not only monetary expenses but also the loss of motivation, morale and intellectual property by employees. As for Sonnenstuhl and Trice (2018:38), organisational justice is an individual ethical treatment in an organisation. Stroube (2020:03) further defined organisational justice as how the individual evaluates the ethical and moral standing of organisational conduct. Organisational justice is divided into three categories namely distributive justice, procedural justice and interactional justice (Lee, 2019). As for Obon and Beja (2022:753), procedural justice is the fairness of procedures required by the organisation and its policies on the method of decision making.

A fair decision comprises balanced and correct outcomes. Andjarwati et al. (2019) found that balance is when similar actions have been taken in similar occurrences and correctness refers to the consistency, quality and clarity of the decision making. Procedural fairness is essential for employee conduct because fair procedures may encourage employees to accept responsibilities. According to Lee (2019:33), employee satisfaction is shaped by these fair procedures with outcomes; hence, if there are fair procedures, employees are more likely to accept disciplinary outcomes.

A study by Ortega (2018:18) found that employees perceive consistency as essential when discipline is administered because it minimises feelings of unfairness, bias or favoritism. According to Boni-Saenz (2018:326), employee expected behaviour should be clearly defined by management. For example, disciplining an employee for poor performance is impulsive if the manager has not defined good performance. Scott (2019:328) argued that managers cannot apply discipline in the absence of a disciplined schedule.

According to Stroube (2020:04) & Ortega (2018:21), managers give supervisors the authority to handle less severe cases of discipline while upper-line managers handle more severe cases of discipline. This approach ensures consistency in applying discipline while the supervisor continues to have authority over employee behaviour. Some cases can be resolved at the unit level while managers use their discretion regarding less severe cases (Stroube, 2020:5). Scott (2019:330) contended there is no prescribed schedule to guide disciplinary actions for less severe cases, for example, an employee arriving an hour late on duty, instead managers are free to

determine the seriousness of the offense and act accordingly (Scott 2019:329). Managers must take action against misconduct. Managers are frequently confronted with cases of misconduct by high performing employees in which they have no choice but to act and discipline them accordingly (Scott, 2019:331).

According to Stroube (2020:05), employees easily accept discipline without resentment if they already know what type of behaviour results in disciplinary action. In addition, employees are more likely to experience disciplinary action as stressful and frustrating if they feel they are targeted by the employer. As for Boni-Saenz (2018), managers need to be aware that employees exhibit emotional responses in various ways, for example, through a lack of motivation, absenteeism and negativity. These emotional responses can cause further problems that are counter-productive to acceptable standards of changed behaviour. Therefore, Scott (2019:331) postulated that managers and supervisors need to take supportive measures towards employees undergoing discipline. Scott (2019:332) further stated that employers can motivate employees by having conversations with them and showing interest in the progress of their cases, which can positively affect their state of mind.

A study by Stroube (2020:101) found that "disciplinary action must commence within a reasonable time after the offence has been committed". The employee is less likely to see a direct cause and effect relationship between poor performance and discipline if there is a greater time difference between the offence and the application of discipline. According to Boni-Saenz (2018:329), managers must take note of old and outdated cases at their disposal and speed up the settlement of such cases. Bugdol (2018:138) stated that cases that take too long to be settled harm promotional opportunities as employees can only be promoted after cases against them have been cleared. The speedy investigation should be managed by managers in settling cases against employees. They can speed up the process through written requests or a few cell phone calls.

2.26.7 Distributive Justice
A study by Moroni (2020:253) found that how discipline is implemented must be consistent, fair and appropriate. This is known as distributive justice. A distributive justice approach suggests that the negative sanctions imposed (e.g., temporary suspension, fine) should involve a

consistent, fair and appropriate outcome. Therefore, for any misconduct committed, an employee must be punished in the same way compared to others in similar situations. There is a workplace principle that goes, "it is better to not have a rule than to have a rule which cannot be fairly enforced" (Scott, 2019:258). Kurniawan and Heryanto (2019:97) believed that this principle emphasises the reality that organisations create bigger challenges for themselves when they allow supervisors to punish on a selective basis when they have issued employee handbooks containing disciplinary procedures.

Kurniawan and Heryanto (2019:91-92) stated that "there are several considerations to determine the severity of punishment". One concern includes what took place before regarding another similar misconduct and the consistency of the negative sanction with previous management action. Another factor involves the punishment of an individual employee proportional to the previous harm he/she committed. An opposing view by Moroni (2020:255) stated that peace can be achieved by preventing future harm. The logic behind punishment lies in its ability and effectiveness to minimise future transgressions (Boni-Saenz, 2018:331). Hence, the harshness of punishment should be following what has been done previously and whether discipline is appropriate.

2.26.8 Inappropriate management practices

According to Prasetyo et al. (2021:29), there are certain times whereby the management is unjust towards employees and embarks on inappropriate behaviours such as poor attention to employees' demands and grievances, untimely payments of wages and salaries, a lack of proper work-life balance and favouritism in promotional policies. Employees are likely not to comply with organisational rules and regulations as a result of these inappropriate management practices, thus, this affects workplace discipline (Atkinson, 2018:693).

2.26.9 Lack of rules and regulations

Failing to establish rules and regulations in an organisation is a challenge because it makes it impossible to distinguish between acceptable behaviours from unacceptable ones. This allows an employee to behave recklessly anyway they like. The absence of organisational rules and regulations and a code of conduct affect workplace discipline. Dheviests and Riyanto (2020:1067) contended that most organisational rules on the books cannot elicit compliance to achieve their objectives. Organisational rules and regulations must be understood in the context

in which they operate to improve compliance. Rules that are ineffective in meeting its objectives are just as damaging to the organisation and may not be effective in ensuring discipline in an organisation.

2.26.10 Inadequate attention to staff grievances
Grievance refers to a situation where there is an imaginary feeling of dissatisfaction or injustice experienced by the employee about management policies and procedures, which is brought to the attention of management in the organisation. Mokgolo and Dikotla (2021:18) defined a grievance as any situation that causes work dissatisfaction and is expressed formally by the employee to his supervisor. The employee grievance is any dissatisfaction, expressed or not and whether valid or not, that arises out of anything linked to the organisation in which the employee is unfair.

There is a growing need to maintain harmonious relationships to improve organisational effectiveness and performance. Improving organisational performance requires the management of employee grievances. Bergemann and McDonnell (2020) contended that "when grievances are left unattended or improperly handled, they have a profound influence on management-labour relationships and would cause indiscipline among employees". Grievances indicate employee dissatisfaction in an organisation. The suppression of grievances hurts the survival, growth and performance of organisations and makes employees ungovernable, which causes indiscipline (Bergemann & McDonnell, 2020). Employees are frustrated if they feel that their grievances are not given enough attention. The management must attend to such grievances and if they are not given attention would cause decreased job performance, commitment and a lack of discipline among employees. Thus, organisations that desire to be effective ought to have a grievance procedure that is well structured (Agarwala & Saha, 2018:1212).

2.26.11 The inadequacy of effective leadership and deficient supervision
Dheviests and Riyanto (2020:1067-1068) believed that a lack of effective leadership could cause a lack of discipline if managers cannot control employee conduct to that of acceptable standards. In addition, ineffective supervision is likely to create an opportunity for employees to engage in unacceptable behaviour as there is no policy compelling them to comply with organisational rules and standards. Inadequate supervision leadership/supervision would create a lack of discipline (Dhillon & Ling, 2019:183).

2.26.12 A gap in communication

According to Smith and Fredricks-Lowman (2019:04), communication is a special tool that is used to carry out day-to-day activities. Discipline can be affected if there is a gap in communication between subordinates and management. Effective communication implies that the information can flow freely from subordinates to management. Furthermore, the management must acknowledge the inputs of their employees and to understand their feelings to distribute accordingly information to lower levels of employees (Okolie & Udom, 2019:92-93). Failure to disseminate information from managerial employees to lower levels employees would create a situation where employees do not comply with organisational rules and regulations (indiscipline).

2.26.13 Discrimination and poor working conditions

A poor and unconducive working environment would result in unregulated conduct among employees. This unbearable behaviour among employees leads to indiscipline. Discrimination, on the other hand, in the form of education, gender, religion and nepotism on issues regarding promotion, recruitment and selection would lead to indiscipline among employees (Szaflarski & Bauldry, 2019:175).

2.26.14 Violation of employee rights

According to Dhillon and Ling (2019:180), all employees, regardless of the position, need to be respected, express themselves freely, right to fair and just treatment, freedom to contribute to the success of the organisation and the right to grow themselves as personal beings. In certain situations where these rights are violated, it would create job dissatisfaction among employees and eventually, culminate in a lack of discipline.

2.26.15 Inconsiderate trade union interventions

According to Singh and Singh (2018:18), the main function of trade unions is to defend employees against improper disciplinary actions. Regalia and Regini (2018:69) discovered that inconsiderate trade unions would defend their employees even when they are on the wrong side of law and this affects the disciplinary process. Singh and Singh (2018:18) contended that in organisations where trade unions are considerate, employees are of the view that trade union affects positively the disciplinary outcomes. Trade union representatives argue that their influence is felt in the stages of disciplinary processes. Inconsiderate trade unions are unable to

identify issues and possible solutions at an early stage since employees facing challenges are more likely to confide in their trade unions rather than line managers.

According to Rathgeb and Tassinari (2020:03), considerate trade unions' interventions included are more likely to encourage their members to own up to their misconduct and argue for leniency rather than arguing a case against all the evidence. Rathgeb and Tassinari (2020:03) argued that inconsiderate trade unions would lack evidence to do this. Inconsiderate trade unions lack the confidence to face issues informally as opposed to defending their members adversarially. Regalia and Regini (2018:72) stated that the way to deal with inconsiderate trade union interventions is to compel trade unions representatives to attend basic training that includes representation in grievances and discipline. Rathgeb and Tassinari (2020:03) also found that inconsiderate trade unions cannot encourage self-discipline among their employees and do not warn them about the consequences of future misconduct. Self-discipline is vital to minimise misconduct that may affect organisational performance. Rathgeb and Tassinari (2020:05) discovered that where there are poor or weak relationships between trade unions and employers, trade unions may adopt inconsiderate and confrontational approaches to defend their members, which may create more disputes.

2.27 The vicious cycle of work discipline
According to Wibberley, Bennett, Jones and Hollinrake (2018:73), disciplinary action is viewed as punitive, negative, heavy-handed and arbitrary. According to Transilvanus et al. (2019:145), trade unions continually fight for their members against notable injustices performed by the employer. To deal with injustices performed by the employer, management and trade unions engage in a time-consuming activity related to management's right to discipline. This right to discipline develops a win-lose battle over whether the amount of discipline administered equals the seriousness of the employee's action.

The quasi-judicial appeal procedure that results can eventually involve the expensive alternative of having an outside arbitrator render a final decision (Khamkhong & Tayco (2018:1-2). Furthermore, Mokgolo and Dikotla (2021:15) emphasised that having an external arbitrator means that both parties (management and trade unions) could not reach a consensus. However,

this decision, often handed down months after the disciplinary action, satisfies neither the needs of management nor those of the trade union and employees. Because of these events, de Flamingh and Bell (2020:82-83) found that poorly performing employees continue in the organisation for a long period because management is reluctant to act.

2.28 The role of trade unions (TUs) and workplace discipline

According to Wibberley et al. (2018:73), the central function of Trade Unions (TUs) is to defend employees against unfair disciplinary action. It is, therefore, crucial to have strong TUs and threatening collective industrial sanctions is crucial in restraining managerial authority to ensure fairness and natural justice in the workplace. Regalia and Regini (2018:69) found that the Employment Equity Act (EEA) of 1999 gives employees a right to be accompanied by a TU representative or fellow employee when attending disciplinary hearings. In 2004, the Dispute Resolution Regulations introduced dismissal procedures (Rathgeb & Tassinari, 2020:2-3). Keune and Pedaci (2020:146) emphasised that TUs not only accept the need for discipline but also play a significant role in encouraging self-discipline amongst employees by warning members about the consequences of future misconduct. Self-discipline and self-control are crucial in minimising bad behaviour, which may cause conflicts between the employer and the employee in the workplace. Furthermore, Durazzi, Fleckenstein and Lee (2018:210) stated that the nature of TU representation depends on the quality of the employment relationships with their managers, for example, if the employment relationship between TU and managers is high, it may assist in the early and informal resolution of disputes.

In contrast, Rathgeb and Tassinari (2020:03) found that, where there is no good employer-union relationship, TU representatives may adopt confrontational approaches to defend members, which may lead to delayed hearings and disputes. The tension between the need to fully represent members and TU representatives seeking to resolve disputes cannot be avoided. In maintaining healthy employment-relationships and early settlement of disputes, TUs compromise the interests of members facing disciplinary actions (O'Neill & White, 2018). According to Rathgeb and Tassinari (2020:04), only where union representatives provide the legitimate voice of their members will management have an incentive to listen.

Authors (Regalia & Regini, 2018; Durazzi et al., 2018) concurred that TU members in unionised organisations are generally represented by officials such as shop stewards and where there are no union representatives, full-time regional officers would represent members when requested. According to Rathgeb and Tassinari (2020:03), employees who belong to TUs argue that informal interventions provide the best opportunity to resolve disciplinary issues. The avoidance of dismissals depends on the union-employer relationship. In organisations where TUs are not recognised, there is no informal role played by TU officers. In public sector organisations, the employment relations between TU and company management are adversarial, with minimised interaction and informal discussion. Regalia and Regini (2018:70) found that TU officers normally get involved immediately before the commencement of the disciplinary hearing. In the process of disciplinary hearings, there is a difference between the roles played by union companions and union representatives (Regalia & Regini, 2018:72).

2.29 The role of trade unions and employee companions in workplace discipline

According to Regalia and Regini (2018:73), disciplinary hearings must be formal to ensure natural justice. Wibberley et al. (2018:74) further stated that, compared to private sector organisations, procedures within public sector organisations appear to be more complex. Public sector organisations have more detailed, antagonistic and quasi-judicial disciplinary hearings (Regalia & Regini, 2018:72). Rathgeb and Tassinari (2020:5-6) discovered that cases against employees are made by line managers and have all their witnesses cross-examined. Within public and private sector organisations, employees and HR managers claim that disciplinary procedures must be corrective than punitive (Rathgeb & Tassinari, 2020). Researchers (Wibberley et al., 2018; Martens, Gansemans, Orbie & D'Haese, 2018; O'Neill & White, 2018) discovered that how disciplinary procedures are applied varies according to context and the nature of the offence. In unionised organisations, informal discussions are used to seek a resolution before the issue goes formal, thereafter; TUs ensure that employers follow formal procedures correctly (Dughera, 2021:12).

2.30 The impact of representation and accompaniment disciplinary actions

According to Singh and Singh (2018:18), non-union companions play an active role but do not necessarily help their colleagues to win cases. A study conducted by Martens et al. (2018:2-3)

found that "companions usually get the person they are representing into more serious trouble than they were before because they are not aware of how the processes work". Further, Wibberley et al. (2018:75) stated that there is a high number of people who read things up on the internet and assume that they apply in all situations. However, Wibberley et al. (2018:74) argued that non-union companions are most likely to perceive themselves as powerless with little impact. There are few cases where companions felt that they had played a positive role in persuading colleagues not to leave their companies. It can, therefore, be argued that if non-union companions are to have a strong impact on the outcomes, a level of expertise, knowledge and experience is necessary (Dughera, 2021:15).

Wibberley et al. (2018:78) contended that, in organisations where TUs are recognised, employees concur that TU representation affects disciplinary outcomes. TU representatives argued that their influence is strong in the stages of disciplinary processes. Martens et al. (2018:03) found that TU representatives identify issues and possible solutions at an early stage, for example, employees facing challenges are more likely to confide in their TU representatives or shop stewards than in their line managers. Martens et al. (2018:5) held a view that rather than argue a case against all the evidence, union representatives would be more likely to encourage their members to own up to a misdemeanor and argue for leniency. Rathgeb and Tassinari (2020:3-4) argued that those employees that are unrepresented would lack the confidence to do this.

The impact of representation appears to depend on, firstly, the characteristics of the TU representative and the type of relationship they have with the management (Martens et al., 2018:4-5). Experienced TU representatives have the confidence to face issues on an informal basis as opposed to defending their members in an adversarial manner. Companions not associated with TUs have little experience and knowledge of procedure and lack the assurance needed to perform active roles (Wibberley et al., 2018:77). Martens et al. (2018:03) emphasised that there is a clear difference between TU representatives and companions.

According to O'Neill and White (2018:06), most TU representatives attend basic training that includes representation in grievances and discipline. TU representatives also attend a range of employment law courses, discipline and grievances. Companions, on the other hand, have no

training unless this is provided as part of their normal work (Regalia & Regini, 2018). The disciplinary outcomes are also seen to be influenced by the personality of companions or representatives. For example, management respondents argue and union respondents accept that confrontational approaches are ineffective although necessary. One TU representative was quoted saying, "TU officers are very arrogant people because they are in it to win and they have seen cases where members are better off not being represented by an arrogant shop steward" (Martens et al., 2018:8).

According to O'Neill and White (2018:7), recognition is important and the degree to which TU representation impacts disciplinary outcomes is defined by the relationship between the representatives and the stakeholders (particularly line managers and HR managers). But, the crucial ingredient is trust between individual union representatives and managers (Wood, 2018:54). Martens et al. (2018:07) found that, in the absence of trust, parties resort to adversarial approaches to resolving conflict and it is clear that trusting relationships are built over time. However, there was evidence that the changing nature of HR departments in organisations placed a strain on such relationships. Traditionally, senior union representatives have built trust with management and are used to dealing with specific managers. O'Neill and White (2018:9) held a view that managers and union representatives acknowledge the relative strength of the union impact on shaping disciplinary decisions.

2.31 Workplace discipline and the role of human resources in the workplace

According to Suprapti Asbari, MCahyono and Mufid (2020:79), the COVID-19 pandemic has created a challenging environment for the human resources, with managers forced to venture into the 'unknown unknowns' as they desire to help their workforce cope with radical changes that are occurring in the work environment. For example, employees who spent most or all of their time working inside the organisation are now expected to adjust to remote work environments. Dughera (2021:18) found that due to the closure of non-essential businesses, employees who might adjust to remote working conditions are faced with unique challenges such as the inability to find conducive work environments (libraries, internet cafes, coworking-spaces) outside of their home environment. This has affected the segmentation between work and private spheres leading to greater challenges in meeting work demands (Martens et al., 2018:7).

Cash and Patel (2020:1688) held a view that apart from the inability to separate work from private life, school closure and child care services also increased parental demands for employees, further making it more difficult to work remotely. Further, Cash and Patel (2020:1688-1689) stated that single and childless employees are not immune to such altered working conditions as they are at the greatest risk of loneliness, a lack of purpose and negative effects on well-being. The current challenges of COVID-19 provide an opportunity for management researchers to coordinate their research efforts into action to support organisations that tackle the greatest challenge in modern history.

2.31.1 HRM and challenges and opportunities in the era of COVID-19

Suprapti et al. (2020:80) held a view that one of the most HR challenges resulting from COVID-19 involves adjusting employees to remote working environments or implementing new work policies that can limit human interaction. As for Cash and Patel (2020:1689), these alterations in where and how employees do their work have important implications on employees' experiences of person-environment fit (P-E fit). Employees who enter organisations where their P-E fit is maximised experience increased satisfaction, engagement and the overall well-being (Suprapti et al., 2020:81). However, when the work environment that supports employee satisfaction, engagement is altered, as is the case currently due to the COVID-19 pandemic, an employee's needs and work environment are likely to lead to experiences of a misfit.

2.31.2 The Role of HR Professionals during Disciplinary Processes

According to Sharma and Tewari (2018:115), human resources regulate the employment relationship through intervening disputes between managers and employers. Ermayenti and Heryanto (2019:71) also expressed the view that HR professionals are perceived as 'neutral' third parties who ensure that employees are treated fairly. The fair treatment of employees guarantees harmonious employment relationships. Sharma and Tewari (2018:118) argued that the assumption that HR professionals withdraw from daily management of disciplinary issues and handover the responsibility to operational managers is inappropriate. According to Wiadnyana et al. (2020), HR professionals focus on providing arms-length expertise regarding the (a) design of policies and procedures and, (b) the constant application of disciplinary rules as a guide to ensure that decisions taken by management are not costly or lead to disruptive litigation.

The perceptions of the HR profession revolve around the adoption of 'best practice' with which discipline is constructed. These practices include consistency, legal compliance and procedural faithfulness. Thus, as for De Stefano, Bagdadli and Camuffo (2018:551), the divergence is clear between the aims of operational management and HR when dealing with disciplinary issues. However, Sharma and Tewari (2018:117) argued that the 'advisory role' of HR professionals has left them without power or authority to discipline as they have become internal consultants. Furthermore, De Stefano et al. (2018:553) hypothesised that HR professionals can regulate the behaviour of line managers by outlining tight policies and procedures that line managers must abide by.

Further to the above, some managers fear legal consequences because of their disciplinary decisions and are likely to rely on the intervention of HR professionals or colleagues in the HR department. For example, a survey conducted by De Stefano et al. (2018:555) found that managers avoid tackling disputes anyhow as they can do or say something that might be held against them in the formal disciplinary hearings. Hence, perhaps HR professionals have to 'police' the behaviour of operational managers to protect both the organisation and the managers themselves (de Flamingh & Bell, 2020:83).

Wiadnyana et al. (2020) viewed workplace discipline as a major challenge to those who conduct day-to-day activities of employment relations in the workplace. Hence, prominent workplace conflict between individuals has placed workplace discipline at the forefront of the policy agenda (De Stefano et al., 2018:553). Current prescriptions focus on providing employers with flexibility in the way they handle individual disputes. This corresponds with the pragmatic approach operational manager's favour (De Stefano et al., 2018:554). A notable change in the role of HR practitioners from a regulatory role in discipline to one of the adviser has left operational managers with more flexibility and freedom to informally resolve disciplinary issues.

There is greater evidence that emphasising operational managers to handle disciplinary disputes translates into constructive attempts to 'nip issues in the bud" (Quinot, 2019:81). Managers are reluctant to deal with developing disciplinary issues. This is because of a long-standing aversion to time (time constraints), costs and the challenges of formal proceedings. However, a lack of

confidence is also reflected in the way managers' deal with disciplinary issues (Quinot, 2019:83). Operational managers take note of the probability of employment tribunal claims but are rarely well experienced in the issues of employment legislation. Thus, they rely on their HR advisers for this kind of knowledge. Therefore, HR practitioners retained a major influence over the decisions that operational managers make. Hence, a cadre of managers with little experience of discipline and the increased difficulty of the legislative framework places HR practitioners in an important situation (de Flamingh & Bell, 2020:84).

Dheviests and Riyanto (2020:1064) found that in some organisations, the day-to-day handling of discipline is performed by managers while HR's function is to ensure that disciplinary decisions do not impact negatively on employees in particular and the organisation in general. Hayter and Lee (2018:12) held a view that rather than regulating the employment relationship, as the traditional personnel function might have done, the HR practitioners are largely concerned with regulating managerial activities.

There is also emphasis that disciplinary issues must be handled in a flexible and contingent manner focusing on the potential for informal resolution. Informal resolution of disputes depends on three related factors. Firstly, experienced operational managers are confident in their decision-making and shift away from an inflexible application of procedure if necessary. Secondly, their confidence is based on the development of productive, positive and constructive high-trust relationships with HR practitioners. These employment relationships exist when the HR practitioners have great experience within their organisation and/or are knowledgeable of the context within which managerial decisions are taken. Such employees are viewed as experienced, knowing their business and flexible. Lastly, HR practitioners having both technical expertise and contextual knowledge can combine their role as interventionists in case of disputes and advisers where applicable and necessary. Hence, high-trust relationships between HR practitioners and operational managers are critical in sustaining informal resolution (Dheviests & Riyanto, 2020:1065).

2.32 The Practice of Discipline: The roles and relationship between employers, employees and HR professionals.

Companions that do not belong to any TU are viewed as a source of moral support and defend employees against management malpractice even though their contribution is minimal (Atkinson, 2018:691). There are four reasons for this: Companions do not have experience or expertise in disciplinary hearings. Secondly, companions get confused about their role as they were not fully or correctly briefed. Most are convinced that they are there to witness events and were not there to make positive contributions. According to Bester (2019:35), organisations that recognise TU's view representation at disciplinary hearings as beneficial. Thirdly, companions are often not prepared to have no notice about the hearing and are not provided with sufficient documentation in advance (Ermayenti & Heryanto, 2019:74-75).

Mooijman and Graham (2018:99) maintained the view that the role played by TU representatives in formal hearings is complicated and multifaceted. Similarly, Patmawati and Realize (2018:138) held the view that TU representatives provide moral support to their respective employees. Furthermore, Brandl (2020:05) expressed the view that TU representatives are normally trained and possessed legal knowledge that allows them to challenge procedural issues. Researchers (Dheviests & Riyanto, 2020; Bergemann & McDonnell, 2020) stated that management concurs that union representatives are more familiar with disciplinary procedures and are more relevant to the law than the companions. Sukmana et al. (2021:329-333) discovered that most TU representatives are convinced that their main task is to act as an advocate for their employees to ensure the best possible outcomes. This means adopting a confrontational approach in the process of trying to win the case by pointing out procedural flaws. In the instances where the case is weak, TU representatives argued that pleading mitigation is the most effective strategy to win the case (Sudarsih & Supriyadi, 2020).

According to Regalia and Regini (2018:78), employees perceive representation at disciplinary hearings as beneficial in organisations that recognise TUs. Firstly, effective union representation ensures that processes are fair and robust. Secondly, in certain circumstances, union representatives assist with the smooth running of hearings. As for Magani and Tobing (2018:76), union representatives ensure that their members understand the procedure and the implications of the situation. According to Regalia and Regini (2018:78), the union representative spends time

with the individual employee before the disciplinary hearing exploring the implications for that individual and spending a lot of work in determining how they are going to respond to issues so that the response becomes rational. Furthermore, union representatives ensure that employees argue their case in the fullest possible terms. However, some employers are concerned that union representatives see the opportunity to recruit and advertise their services when representing employees. While only TU representatives play a role in formal disciplinary hearings, however, the accurate nature of this role does not depend on TU presence alone but on formal relationships that regulate the operation of unions (Spurk & Straub, 2020:3-4).

2.33 Dealing with workplace disciplinary action during COVID-19 pandemic

According to Kniffin, Narayanan, Anseel, Antonakis, Ashford, Bakker, Bamberger, Bapuji, Bhave, Choi and Creary (2020:05), organisations adopted administrative policies that immediately addressed behaviours that violate community standards for protecting everyone's health in the workplace. Organisational policies compelled employees who have been exposed to COVID-19 to work from home so that they do not endanger the lives of other employees in the workplace. Kniffin et al. (2020:7) stated that organisations make it compulsory to wear a mask and employees who choose not to wear a mask are not allowed to enter the organisation or face disciplinary action. Violations of organisational policies or any other COVID-19 related policies result in immediate disciplinary action.

According to De Leon (2020:18), employees who have concerns related to an individual's failure to comply with COVID-19 related policies should report the matter and such employees may face disciplinary action. Employees are to comply with all testing, quarantine, isolation and contact tracing protocols as directed by management. De Leon (2020:19) employees shall not come to work if they have any COVID-19 symptoms or if they have been in close contact with someone who tested positive for COVID-19 within the last 14 days.

The ACAS guidance for employers and employees does not state how to deal with disciplinary action during the COVID-19 pandemic. However, it does state that if an employee refuses to attend work without a valid reason, this could lead to disciplinary action. Kniffin et al. (2020:11) stated that there is nothing in principle that prevents an employer from continuing with

disciplinary action during the COVID-19 pandemic or lockdown. According to (Kniffin et al. (2020:12), the ACAS code and guidance both appear to contemplate that disciplinary meetings must occur in person. The code states that the employer should arrange a time for the meeting, which should be conducted in a private setting and where there will be no disturbance. De Leon (2020:22) stated that when an employee is unable or unwilling to attend a disciplinary meeting without any good cause, the employer should decide based on the evidence available. However, in other circumstances, if the employee is not feeling well, the employer may want to obtain a medical report to confirm that the employee is unwell enough to take part in the disciplinary process.

According to Kniffin et al. (2020:9), ERA 1996, ss10 (4) states that if the employee requests that the disciplinary hearing date be postponed to accommodate his/her chosen companion, the employer is compelled to agree to that request provided the time and date proposed by the employee is reasonable and is within the five working days (excluding weekends and public holidays). An employer's refusal to postpone a disciplinary hearing for a reasonable period may result in procedural unfairness and render unfair dismissal.

2.34 Recommendations on how workplace discipline can improve organisational performance

The following measures are put in place to provide a less traumatic experience when dealing with disciplinary procedures.

2.34.1 Elimination of discrimination during a disciplinary process

According to Peng and Lee (2019:1460), applying discipline impersonally means that the supervisor does not focus on the employee as a bad person but on the act of unsatisfactory behaviour. This objective can be achieved by employing corrective counselling. Mendropa (2018:96) stated that the supervisor invokes discipline with tact and maturity in a supportive environment, focusing on the improvement of performance rather than the infliction of punishment. As for Andjarwati et al. (2019:18), the supervisors must understand that factors such as age, position-held, gender, culture and employee race should not influence them when disciplining employees. Supervisors should know the standards of discipline for their departments and different supervisors from the same department must be able to agree regarding how they should invoke discipline towards subordinates in their unit (Soetjipto et al., 2021:150).

Peng and Lee (2019:1461) recommended that supervisors should allow subordinates to state their case (listen to what they have to say) and not be negatively influenced by verbal inputs from other employees. They should also accept that they are leading diverse employees with different ways of reasoning and doing. However, Peng and Lee (2019:1461-1462) argued that supervisors must note that strict application of disciplinary measures does not always yield desired results in changing unacceptable behaviour. As for Mendropa (2018:96), the supervisor must monitor his/her subordinates and to realise that counter-productive behaviour is addressed. This can be a daunting task in terms of energy and time but is worthwhile if it produces the desired results (Mendropa, 2018:97).

2.34.2 Understanding of emotional reactions

As for Tentama, Dewi and Meilani (2020:4153), employees are more likely to accept discipline without resentment if they have been provided with knowledge that rebellious behaviour will cause disciplinary action. Employers must note the emotional responses that employees display, for example, a lack of motivation, rebelliousness, absenteeism and negativity. These emotional responses could further cause problems, which are counter-productive to acceptable standards of behaviour (Andjarwati et al., 2019). According to Soetjipto et al. (2021:153), employees such as security personnel often experience discipline as stressful, frustrating and these feelings increase when the disciplinary process is delayed. Therefore, managers and supervisors should ensure supportive behaviour towards members who undergo disciplinary measures. Furthermore, Tentama et al. (2020:4155) recommended that showing an interest in the progress of their cases and having regular conversations with them can motivate them to change their undesirable behaviour.

2.34.3 Distinguish between severe and less severe cases

Mukminin, Semmaila and Ramlawati (2020:21) suggested that less severe cases of discipline should be handled by supervisors while more severe cases to be administered by an HR executive or upper-level line managers. Tentama et al. (2020:4154) found that this approach allows consistency in the application of discipline. As for Peng and Lee (2019:4163), many cases could have been resolved at the unit-level. Less harsh decisions may be used by managers regarding less serious cases. Disciplinary actions are not guided by any prescribed schedule, for example, a verbal warning if the employee arrives an hour late and a written warning if the employee arrives three hours late (Tentama et al., 2020:4178).

However, managers can determine the seriousness of the case and act rightfully. According to Mukminin et al. (2020:22-23), managers are compelled to act when misbehaviour is brought to their attention and often do this by assigning another employee a duty to take a statement from the employee under suspicion. This statement is sent to the discipline section to decide if further steps should be taken. According to Soetjipto et al. (2021:155), an employer must arrange an interview with the employee under suspicion to get clarity on their case and avoid charging an employee unnecessarily. This strategy helps employees to be less exposed to formal disciplinary proceedings in the organisation.

Managers often have no choice but to discipline employees and act on them following the company regulations. However, such managers should still grant a personal interview to understand the cause of the misconduct and help the employee wherever possible. Thus, Sonnenstuhl and Trice (2018:33) concluded that to determine an effective interview, several factors are to be taken into consideration. For example, trust and the atmosphere in which the interview is conducted are to be considered. Hence, Peng and Lee (2019:1463) emphasised the significance of receiving managerial training to conduct an effective personal interview.

2.34.4 Avoiding inconsistency and recognising different role players

As stated earlier in the chapter, managers are expected to administer discipline consistently, without bias or favouritism to minimise the feelings of unfairness. Silaen (2018) and Herman and Didin (2020:210) concurred that different role players affect their experience of the disciplinary procedure. The colleague's attitude versus the manager's attitude towards employees facing disciplinary procedures is different. Employees experience that their co-workers enjoy the fact that they are undergoing disciplinary processes and do not show support during the disciplinary process. Sonnenstuhl and Trice (2018:34) found that some managers show support while others show unsympathetic behaviour. Moreover, Sonnenstuhl and Trice (2018:34-35) found that the officials conducting disciplinary processes are punitive and aspire towards guilty findings.

Organisations focus on regulating discipline rather than being supportive or helping employees undergoing discipline. According to Herman and Didin (2020:211-212), the negativity of media in their coverage of public officials going through discipline causes unnecessary stress. Thus, Herman and Didin (2020:212) suggested that managers and supervisors must consider the impact

of media on employees undergoing disciplinary processes. This could result in understanding, improved support and encouragement of employees facing disciplinary processes to become better individuals.

2.34.5 Shortcomings in the application of the disciplinary procedure
The lack of consistency in administering discipline is considered a shortcoming. This causes victimisation as some employees feel they are targeted to get rid of them. Herman and Didin (2020:213) recognised the importance of putting into consideration factors such as race, age and social standing and such factors do not cause them to be inconsistent in their actions towards employees. The delay in resolving disciplinary cases is a challenge; that is why managers must know new and outstanding cases at their departments and attempt to speed up the process.

Agrasadya (2020:18) suggested that an employer must publicly alert employees of the expected behaviour. Furthermore, Agrasadya (2020:20) stated that it is not recommended to discipline an employee for poor performance unless an employer has defined excellent performance first. Thus, failing to apply a schedule of discipline and using discretion may be a shortcoming in the application of the disciplinary procedure. Surprisingly, Herman and Didin (2020:214) noted that some employees are punished severely while others get off easily for committing the same offences. The uniform application of the schedule of discipline is also hampered by the size of the organisation and the distribution of employees throughout the country. Agrasadya (2020:18) recommended that discipline must be administered with caution since organisations encounter unique circumstances in different work environments.

2.34.6 Commencing discipline immediately
According to Irawan, Marsherina and Evasari (2020:711), disciplinary action must commence within a reasonable time after the offence has been committed. According to Putri (2020:02), the employee will see no direct cause-and-effect relationship between the offence committed and the application of discipline if there is a greater delay in administering discipline. The Discipline Regulations stipulate that the misconduct must be investigated immediately (O'Neill & White, 2018:9). However, a time limit is unspecified for the duration of the investigation but speedy handling of cases is encouraged. The greater time lag in handling disciplinary cases causes stress and frustration levels. Furthermore, promotion opportunities are also delayed since employees can only be promoted after departmental cases against them are settled.

According to Sukmana et al. (2021:338-339), other practices include gathering all cases the employee is charged with before sending the case to the Discipline Section. The accumulation of cases against the employee should build a stronger case against the member. However, Rostina, Siahaan, Fahtin, Harefa and Gea (2020:1963) argued that this process delays the time before misconduct is dealt with. It is, therefore, difficult to correct misbehaviour or to offer immediate remedial support. The causes of inappropriate behaviour can be investigated using personal interviews with the offender before bad habits are developed. Hence, Putri (2020:2) stated that the managers must speed up the settlement of cases against members using phone calls or written requests.

2.34.7 Personal interviews with members

Researchers (Irawan et al., 2020; Rostina et al., 2020; O'Neill & White, 2018; Herman & Didin, 2020) concurred that the manager must communicate the disciplinary policy, procedures and rules to the employees. According to Rostina et al. (2020:1964), it is easier to administer discipline effectively if there is evidence of misconduct and no doubt that poor performance has taken place. Records of unsatisfactory performance are significant because it lies with the employer to produce evidence against the member. However, managers rarely conduct personal interviews with members. In the majority of cases, managers appoint someone to conduct personal interviews and disciplinary investigations and make a decision based on their findings of whether to press charges or not (Irawan et al., 2020:713). This is perceived as fair practice since managers or supervisors are often absent from work or engaged in other work responsibilities. Otto and Ukpere (2020:215) argued that this practice, however, creates a situation where personal contact between the manager and employee is lost and the manager's influence during the personal interview is not experienced.

Rostina et al. (2020:1965) stated that there are many factors to be considered when conducting an effective personal interview, for example, the privacy of the interview and the setting and trust in the manager. Commanders are encouraged to rectify employee personal problems when employees confide in them. This is supported by O'Neill and White (2018:11) who noted that "personal problems that lead to inappropriate behaviour must be rectified when employees confide in their commanders". It would then be possible to intervene early and refer an employee to professionals for help if need be. O'Neill and White (2018:12-13) stated that receiving

training would be to the manager's advantage to effectively conduct personal interviews if he/she seems incompetent in discharging this essential function.

2.34.8 Employee counselling if need be

Positive discipline comprises the administering of corrective counselling techniques (Irawan et al., 2020:715). Corrective counselling is effective when the supervisor genuinely helps an employee overcome difficulties and offers support, assistance and encouragement (Meshari et al., 2021:52). Long-lasting improvement in employee behaviour is increased when employee participation is improved during problem-solving processes. According to Bergemann and McDonnell (2020), the difference between corrective discipline and progressive discipline is the provision of counselling where positive discipline is practised. Otto and Ukpere (2020:217) maintained the view that, if managers do not have enough skills or time to provide counselling, to provide counseling, they must refer members to other professionals for counselling, for example, social workers and psychologists).

2.34.9 Proper communication of organisational policies and procedures

Marlow, Lacerenza, Paoletti, Burke and Salas (2018) found that all organisations rely on proper communication of policies and procedures for their basic functioning. Communication is used to transfer organisational rules, regulations, policies and procedures to employees. According to Musheke and Phiri (2021:660), proper communication of organisational policies and procedures enhances good relationships and minimises strikes and lockouts. According to Musheke and Phiri (2021:660), organisational goals and purposes are sometimes not realised when there is a lack of proper communication in the organisation. Lack of proper communication is one of the major reasons that can create confusion and poor planning in the organisation. An employer's communication skills are vital in not only decision making but in transferring the results of the decisions to other people (Meshari et al., 2021:53). Concentrating on proper communication of organisational policies can be influential in improving the rate at which employees perform their tasks. Proper communication of policies and procedures is the central function of organisational performance. The current organisational work requires organisations to concentrate more on proper communication processes since tasks are becoming more challenging due to changing work environments (Musheke & Phiri, 2021:663).

2.35 Chapter summary

The chapter has examined and reviewed the literature on workplace discipline and organisational performance, mostly in the South African context. The chapter commenced by reviewing different definitions of workplace discipline by prominent authors or researchers around the world. It also provided discussions on the legal framework of the employment laws in South Africa. The chapter continued to discuss the relationship between workplace discipline and organisational performance in the South African context. The chapter further discussed the impact of workplace discipline on the employment relationship between the employer and employee. It also focused on the impact of workplace discipline on organisational performance. Furthermore, the chapter looked at the impact of workplace discipline on organisations and reviewed factors such as organisation learning, commitment, the day-to-day functioning of the organisation and organisation peace. Further, the chapter examined the factors that are affecting the proper implementation of workplace discipline. Finally, it presented recommendations on how workplace discipline can improve organisational performance.

<div align="center">**Chapter three**</div>

<div align="center">**Organisational Performance**</div>

3.1 Introduction

Chapter two was devoted to the discussion of workplace discipline. As stated earlier, this study investigates the impact of workplace discipline on organisational performance at Sappi Saiccor in KwaZulu-Natal. The chapter began with the conceptualisation or definitions of organisational performance and thereafter followed by the role of human resource management in organisational performance. The chapter also reviews the strategies used by employers to improve organisational performance. The chapter discusses various theories that underlie the study of organisational performance and workplace discipline. It continues to discuss the factors that enhance organisational performance, including remuneration, incentives and rewards, improvement in the working conditions, the conditions of service, effective communication, conducive working environment and recognition and appreciation of organisational performance. Furthermore, it discusses the impact of the COVID-19 pandemic on organisational performance. Lastly, it discusses the strategies that can be used by both employers and employees to mitigate the negative effects of the COVID-19 pandemic in South African organisations. The chapter addresses research objectives 4 and 5 as follows:

i.   To examine the factors that enhances organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

ii.   To determine the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

Table 3. 1 Research objectives and methods of investigation

Research objectives	Method of investigation
To investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.	Mixed-methods approach
To establish the impact of workplace discipline on the employee relations at Sappi Saiccor in Umkomaas, KwaZulu-Natal.	Mixed-method approach
To identify the factors that affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal.	Mixed-method approach
To examine the factors that enhance organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.	Mixed-method approach
To determine the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.	Mixed-methods approach
To make recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.	Mixed-methods approach

3.2 Conceptualisation of organisational performance

Chowdhury, Rana and Azim (2019:786) stated that the concept of organisational performance is common in the academic literature and its definitions are difficult because the concept has many meanings. It is for this reason that there is no universally accepted definition of organisational performance. According to Khalique, Bontis, Shaari, Yaacob and Ngah (2018:23), organisational performance lies at the heart of the survival of an organisation. Generally, the concept of organisational performance stems from the idea that an organisation is an association of productive assets including human, physical and capital resources. Those who are providing the assets are committed to the organisation as long as they are satisfied with the value they receive in exchange, relative to the use of assets (Khalique et al., 2018:24). Hence, Kamble, Gunasekaran and Dhone (2020:1322) held a view that the essence of performance is determined by the creation of value. Therefore, as long as the value created by using the assets is equal to or greater than the expected value, the assets will continue to be made available to the organisation and the organisation will not cease to exist.

According to Kamble et al. (2020:1323), organisational performance is defined as a set of both financial and non-financial indicators that assess whether organisational goals and objectives have been accomplished. Organisational performance is a multi-dimensional construct that is influenced by a wide range of internal and external factors intruding upon the market conformity. According to social learning theory, people imitate and assimilate the behaviour of others after observing it, especially if the observed behaviour is positive or includes rewards. If the majority of employees imitate good behaviour, organisational performance can be improved. The imitation and assimilation of behaviour of others is one of the factors that affect employee performance in the workplace. Kamble et al. (2020:1323) stated that the potential success of any business is determined by its organisational performance, that is, its ability to implement strategies successfully to achieve objectives. According to Khalique et al. (2018:25), organisational performance is determined by the level of skills possessed by its leaders regarding the implementation of strategies.

As for Khalique et al. (2018:25), the performance of an organisation is largely influenced by its employees who form an integral part of the organisation and form the team that works towards achieving organisational goals and objectives. According to reinforcement theory, managers use rewards and punishments to reinforce employee performance. Managers reward desirable

behaviour and punish undesirable behaviour to maintain improved performance and discipline in the organisation. Kelly and Pohl (2018:25) stated that reinforcers are like rewards; if used systematically, they influence an employee's behaviour in the desired direction. Chowdhury et al. (2019:787) held a view that organisational performance refers to the performance of an organisation as compared to its goals and objectives. Furthermore, Kamble et al. (2020:1324) asserted that the success of an organisation depends on the efficiency of each individual employee; hence, employee performance is also defined. Kamble et al. (2020:1327) defined employee performance as an effective orientation of an employee regarding his/her work. As for Shafiq, Lasrado and Hafeez (2019:32), employee performance constitutes an individual's overall perception and thorough evaluation of the work environment. It may also be perceived as a positive emotional state that is developed from an individual's work experiences and appraisals. According to Shafiq et al. (2019:33), organisational performance comprises the achievement of the goals that were set in the convergence of enterprise orientations.

Kirsten and Du Toit (2018:03) posited that organisations improve performance to gain a competitive advantage over others, win customer allegiance, obtain massive funding and gain strategic resources. According to Resource based view, the organisation has a variety of resources such as technological resources, assets, knowledge, capabilities and competencies that it can use to improve organisational performance. These resources and capabilities not only enhance organisational performance but enable an organisation to obtain a competitive advantage. Both organisational assets (tangible and intangible) and capabilities (internal knowledge and competencies) improve organisational performance. According to Shafiq et al. (2019:34), the degree of achievement to which an employee fulfils the organisational mission and objectives at the workplace is known as organisational performance.

Shafiq et al. (2019:35) also found that total quality management (TQM) improves organisational performance and ultimately affects other dimensions of performance such as financial performance, customer satisfaction and other stakeholders' performance. The success of an organisation is determined by the competency of its leaders and organisational culture created by such leaders (Shafiq et al., 2019:35). In addition, organisational performance is also influenced by the beliefs and values of organisation leaders (Garavan, McCarthy, Lai, Murphy, Sheehan & Carbery, 2021:96). A competent leader represents his/her ability to persuade others, on behalf of

the organisation, to complete tasks required to achieve the organisations' goals and objectives to improve organisational performance. Sethibe (2018:2) held a view that organisations play a significant role since successful organisations represent a key ingredient for developing nations. Hence, economists regard organisations and institutions as an engine that determines economic, social and political progress (Kirsten & Du Toit, 2018: 03). The focus of any organisation is on continuous performance because organisations can only grow and progress through performance.

As for Singh, Kumar and Singh (2018:201), organisational performance is the extent to which organisations fulfill their objectives as a social system. Sethibe (2018:5) concurred that the attainment of organisational performance is largely influenced by the satisfaction of employees and holistic sensitivity to their socio-emotional and physiological needs. Sethibe (2018:5) deduced that organisations that seek to improve organisational performance must address employee satisfaction, which helps encourage employee performance, thus, improving organisational performance. The main objective of any organisation is to ensure that there is sustainable growth in globalisation, taking into consideration the recent policies imposed by the requirements of sustainable development (Singh et al., 2018:202).

Pillay, Flotman and Mitonga-Monga (2019) are of the view that the survival of any organisation in today's highly competitive environment is determined by the maximisation of profits while recognising and adjusting to a dynamic business environment. Organisational performance is the extent to which an organisation meets its objectives and can be determined by assessing its financial and non-financial indicators against the set goals (Garavan et al., 2021:96). As for Allam (2018:139), different organisations use various elements to measure their performance based on their objectives. Singh et al. (2018:204) asserted that other organisations measure their performance based on customer satisfaction while others measure their performance based on profitability and others in non-profit organisations. Allam (2018:138-139) evaluated the relationship between a high-performance work system (HPWS) and organisation performance and found that HPWS impacts economically and statistically on organisation performance. In this study, organisational performance, in simpler terms, is conceptualised as the actual results or output of an organisation as measured against its intended outputs (or goals and objectives).

Mittal, Dhiman and Lamba (2019:1256) viewed organisational performance as essential since it allows researchers to assess organisations over time and compare them to their competitors.

According to Sadiq, Othman and Ooi (2019:642), organisational performance is the most important benchmark used to evaluate organisational actions, their environments and standards. Sadiq et al. (2019:644) further stated that the development of organisational performance in today's rapidly changing work environment is related to the development of personal performance, experience, skills and knowledge. However, Mittal et al. (2019:1257) noted that the key challenge facing organisations today is the inability to maintain high performance and productivity. According to Mittal et al. (2019:1257), employers need to focus their attention on understanding individual differences, behaviours and needs to understand organisational complexity. This understanding is essential to help individual employees develop learning styles that relate to the needs and objectives of the organisation (Sadiq et al., 2019:645).

According to Khan and Naeem (2018:1403), competition in today's world of work compels organisations to find new ways of improving their performance. Improving organisational performance means that various characteristics must be implemented within the organisation. Furthermore, Khan and Naeem (2018:1404) posited that it is important to gain an understanding of the factors that influence the development of organisational performance. Senior managers in manufacturing organisations are motivated to evaluate their competitive strategies to improve organisational performance due to increased competition. Organisational performance is improved by emphasising the key roles of transformational leadership, innovation and organisational learning (Tran, Yuen, Wang & Li, 2020:03).

3.3 Human resource management and organisational performance

For over two decades, Ruba, van der Westhuizen and Chiloane-Tsoka (2021:250) found that the field of HRM has been at the core of various disciplines since it contributes to the issues that affect organisations. The question of how people management leads to improved performance outcomes within the HRM field is still the major concern for researchers (Haque, 2020; Iqbal, 2019). However, Haque (2020:03) emphasised that organisations can still assert with confidence that good HRM impacts organisational performance. According to Vihari, Rao and Jada (2018), organisational effectiveness is based on the use of HR practices and policies to achieve better organisational performance. HR practices and policies in an organisation effectively contribute to organisational performance because they can motivate employees to accomplish organisational goals. However, Haque (2020:04) believed that if employers show appreciation to their

employees' efforts and prioritise their well-being, to an extent that an employees' well-being is high, employees feel compelled to return the favourable treatment by contributing to organisational performance.

According to Ruba et al. (2021:255), one specific field that received particular attention is the influence of Human Resource Management Practices (HRMP) on organisational performance and the link between them. Haque (2020:5) understood the influence of HRM practices on organisational performance, taking into consideration one of the two perspectives: the systems perspectives or the strategic perspective. The debate has now shifted towards a more integrated management approach of HRM practices, which may contribute to the competitiveness of the organisations (Iqbal, 2019:182). This shift reveals not only the pivotal role of human capital to achieve organisational performance and maintaining the competitiveness of the organisation, but also a belief that, to compete in the present-day economy, organisations need to gain and maintain world class HR competencies (Kirsten & Du Toit, 2018: 05).

Iqbal (2019:183) maintains the view that the strategic perspective focuses on the fit between various HRM practices and the competitive strategy of the organisation. Harley (2020:315) further stated that, rooted in this view is the idea that the HRM practices of organisations must be under their strategic goal and such practices should enhance employee skills, motivation and knowledge such that employees conduct themselves in a manner considered supportive of a particular strategy. According to Harley (2020:316), the underlying principle denotes that HRM practices are socially complex, thus, making them an integral part of the organisation unique and very difficult to imitate.

According to Harley (2020:318), HRM researchers have long been questioning how the management of people leads to increased organisational performance. For over two decades, the field of HRM has been at the core of various disciplines since it still impacts on the issues that affect organisations. Sardi, Sorano, Garengo and Ferraris (2020:02) added that the human resources regulate the employment relationship through intervening disputes between managers and employers.

3.4 Employer strategies to improve organisational performance

According to Curry, Brault, Linnander, McNatt, Brewster, Cherlin and Bradley (2018:208), both employers and employees must be committed to improving organisational performance. One of the major reasons why organisations cannot see an improvement in their performance is that they cannot attract, retain and engage effectively with top talent employees (Curry et al., 2018:209). On the other hand, job involvement has also received serious attention because of its role in generating positive organisational outcomes such as employee performance, commitment, motivation, job satisfaction and organisational citizenship behaviours (Lemmetty & Collin, 2020).

As for Vihari, Rao and Doliya (2018:66), employees who are fully involved in their jobs contribute to the overall performance of the organisation. Sardi et al. (2020:2-3) revealed that employees who are more involved in their jobs regard their work as an essential part of their lives and their attitudes and feelings are closely connected to their organisational performance. These include identifying and clarifying roles and expectations of employees, training and development, organisation development, increased feedback, management development and implementation of the solutions (Curry et al., 2018:212).

3.5 High performance organisations model

The organisational performance is supported by the following models. There is considerable history and theories around high performance organisations and from these models, employers have derived various principles of high performance organisations.

The first of these areas is the strategic approach. George, Walker and Monster (2019:811) posited that the success of an organisation is determined by its consistency of strategic approach. This consistency is measured to see how well the organisation delivers the services to its customers. Clear visions supported by strategic plans are established by high performance organisations and these organisations set philosophies that regulate the standards of everyone's behaviour (Rehman Khan, Yu, Sarwat, Godil, Amin & Shujaat, 2021:12). Moreover, they comprise leaders who behave in accordance with the strategic plan and the organisation's philosophy (George et al., 2019:813).

The second area is the customer approach, which is the way an organisation treats its customers (Rehman Khan et al., 2021:15). According to Bouwmeester, Atkinson, Noury and Ruotsalainen (2020:02), high performance organisations have clear approaches regarding obtaining new customers, treating current customers with the utmost care and ensuring that customers are retained. The customer approach is supported by the organisation through building the necessary infrastructure and processes. The third is the leadership approach, which explains the strategy used by organisations in managing people to achieve a particular set of desired behaviours (Bouwmeester et al., 2020:03).

Van Esch, Wei and Chiang (2018:1684) emphasised that high performance organisations are clear about the behaviours to be exhibited by employees to execute the organisation's strategies. Van Esch, et al. (2018:1685) held a view that employers set clear goals, understand the capabilities of employees and monitor their performance. The fourth is processes and structure, which stipulates how organisations arrange their policies, procedures and work processes to support their strategies. According to Van Esch et al. (2018:1685), high performance organisations comprise processes that strengthen their strategies and have tasks that effectively enable employees to meet internal and external customer demands. Such organisations use various instruments to measure the work by each department and the organisation.

The fifth is values and beliefs, which are significant in helping the organisation, accomplish its strategies and mission. According to George et al. (2019:815), high performance organisations have well-established values, which drive good employee behaviour and are understood by many employees. These values and beliefs are consistent with the organisation's leadership. However, Bouwmeester et al. (2020:5) indicated that these five factors are the major drivers that influence organisational performance, each of which interacts and influences the other, creating a web-like system. A change in each component creates changes in the other.

Jyoti and Rani (2019:167) held a view that the intensity of competition in a given business environment determines the probability of organisation survival and success at a particular time. According to Jyoti and Rani (2019:168), the degree of competition an organisation encounters in terms of competitors' actions, known as competitive intensity, generates returns. Aggressive competitors who continually attack each other on promotion, development and distribution of various products to meet the needs of customers characterise high competition (Rehman Khan et

al., 2021:12). Where the competition is increased, an organisation aggressively seeks for more resources to outshine its competitors. Findings by George et al. (2019:816) suggested that competitive intensity reinforces open innovation on organisational performance. Furthermore, Bouwmeester et al. (2020:7) indicated that private ownership is likely to experience better performance compared to state ownership during high competition periods and their ability to remain calm during the requirements of a tough economy.

According to Jyoti and Rani (2019:169), the environment in which organisations operate influences HR management practices to enhance organisational performance. Jyoti and Rani (2019:171) stated that "different environments pose different impacts on the people management". The organisation's ability to deal with intense competition depends on the effective management of human resources. Hence, strengthening internal relationships enables organisations to deal with competition. George et al. (2019:818) found that an organisation's competitive environment focuses its attention towards a more experienced and skilled workforce that can adapt to change and communicate to individuals with various skills of expertise. Competitive intensified organisations build learning organisations rather than focusing on formal training programmes only. Jyoti and Rani (2019:172) held a view that organisational performance depends on the environment in which it operates.

3.6 Theoretical framework

Several theories underlie the study of workplace discipline and organisational performance namely resource based view theory, reinforcement theory (Skinnerian theory) and social learning theory. According to Tate and Bals (2018:805), theories provide an understanding of phenomena or problems in the real world. Theories also predict events or phenomena even before they occur. Tate and Bals (2018:806) further stated that theories are relevant because they find answers to questions such as why, when and how. Industrial relations theories are useful because they explain situations in the workplace. Industrial relations as a field of study has many theories because it is multidisciplinary.

As for Song, Fisher, Wang and Cui (2018:460), theories are abstractions of facts that are based on individual ideology and cognitive thinking. Song et al. (2018:461) add that what makes the theories relevant in any field of study cannot be underestimated. In general, theories are used to

explain, observe, predict and control phenomena. Theories such as social learning theory, reinforcement (Skinnerian theory of learning) theory and deterrence theory are significant in explaining individual discipline or self-control. These theories are discussed below.

3.6.1 Resource based view theory

According to Tate and Bals (2018:807), the resource based view theory (RBV) has been used in the studies of organisational performance. The RBV focuses on the unique resources that the organisation has and capabilities that differentiate the organisation from its competitors in a similar industry. Miller (2019:03) stated that the RBV gives an insight into how organisations can achieve a competitive advantage over other organisations and improve their organisational performance. The RBV theory states that the achievements in an organisation are based on the internal properties of an organisation. According to Miller (2019:3-4), both organisational assets (tangible and intangible) and capabilities (internal knowledge and competencies) are defined as the organisational internal properties.

However, Miller (2019:05) held a view that the RBV assumes that the organisation has a variety of resources such as technological resources, assets, competencies, knowledge resources, capabilities and management competencies. These resources and capabilities enhance organisational performance and enable an organisation to obtain a competitive advantage. Tate and Bals (2018:808) held a view that RBV helps the organisation achieve a competitive advantage by identifying its unique internal resources, which improve organisational performance and create a competitive advantage for an organisation. Miller (2019:6) defined organisational commitment and organisational culture as the unique internal resources of an organisation that help in achieving organisational performance and a competitive advantage.

3.6.2 Reinforcement theory (Skinnerian theory of learning)

According to Asadullah, Juhdi, Islam, Ahmed and Abdullah (2019:49), the theory developed by Skinner is behavioural. As a behavioural paradigm, the reinforcement theory is derived from the work of behavioural psychologist, B.F Skinner and it is based on the notion that rewarded behaviours are more likely to be repeated, while punishable behaviours are eliminated (Asadullah et al., 2019:50). The reinforcement theory states that reinforcements play a vital role in ensuring that desired behaviour is produced. Furthermore, the reinforcement theory is applied in organisational settings since its discovery in 1969 to minimise the occurrence of undesirable behaviour and improve desirable behaviour.

Asadullah et al. (2019:53) asserted that Skinner's behavioural approach; the reinforcement theory managed and controlled organisational outcomes. According to Asadullah et al. (2019:52), the reinforcement theory views consequences as what happens to the individual after an action is performed as shaping their behaviour. Reinforcement theory focuses on reinforcement and reward. According to the reinforcement theory, managers who apply it control the effect of an individual's behaviour by choosing whether to follow that behaviour (Kelly & Pohl, 2018:18). In organisational settings, contingency managers can either withhold rewards or give reinforcement, guided by employee behaviour. Kelly and Pohl (2018:19) stated that the reinforcement theory makes use of the terms such as operant behaviour, reinforcing stimuli, schedules of reinforcement, successive approximations and positive and negative reinforcement.

3.6.2.1 Principles upon which the Skinnerian theory is constructed

According to Kelly and Pohl (2018:18), various issues in the organisation can be resolved by applying psychological techniques. This study is grounded on reinforcement theory because, according to Asadullah et al. (2019:55), rewarding desirable behaviour and disciplining undesirable behaviour maintain an improved performance and discipline in the organisation. It is in this context that Kelly and Pohl (2018:20) pointed that punishment is used more than other types of reinforcement and diminishing unwanted behaviours is done using discipline rather than offering rewards. Kelly and Pohl (2018:21) stated that reinforcers are like rewards; if used systematically, they influence an individual's behaviour in the desired direction. Asadullah et al. (2019:59) argued that the constant use of punishment to improve individual performance makes it become a reward. They further state that reward entails a fact that an employee is not punished for engaging in undesired behaviour but a reinforced behaviour diminishes an undesired behaviour instead of truly attempting to upturn desirable behaviour.

Reinforcement theory supports the study because, according to Kelly and Pohl (2018:21), rewarding employees for appropriate behaviour performed pleases them and encourages them to repeat a good behavioural pattern, hoping they will receive more rewards, which therefore improves workplace discipline and organisational performance. Kelly and Pohl (2018:23) asserted that positive reinforcement entails supplying favourable rewards to employees whereas negative reinforcement is taking away rewards that are favourable to employees. However, rewards are perceived as reinforcement. According to Kelly and Pohl (2018:23), reinforcement procedures are used to modify an individual behaviour in the desired direction to improve their

performance. Kelly and Pohl (2018:24) found that managers reward good behaviours with prizes and praise and punish undesirable behaviour by withholding rewards. However, managers are advised to consider their behaviour and how it may reinforce good behaviour in their organisations.

Skinner, in his theory, uses the term *controller* to label an individual who controls others and *controlee* to label an individual who is controlled by other people. An employee who feels that his freedom is taken away from him may wish to escape from the confinement of the situation by being absent from work or defying the instructions of their managers. According to Asadullah et al. (2019:57), behaviour is controlled and this suggests that there are external environmental factors that constantly influence the individual and these factors consciously or unconsciously influence their behaviour. As for Rafi, Ansar and Sami (2020:174), the manager's organised control is often arranged in a manner that reinforces the behaviour of the controller at the controller's expense. The effect of employing aversive on an individual usually results in immediate compliance (Rafi et al., 2020:175). Aversive stimuli are used to negatively reinforce an employee's behaviour and compliance is positively reinforced.

Rafi et al. (2020:175) asserted that the basic type of learning described above is known as 'operant conditioning'. Moreover, Rafi et al. (2020:176) stated that behaviours that are followed by positive consequences are more likely to occur frequently. Individuals, therefore, learn to operate in their environments to increase the probability of positive consequences. Skinner also introduced the concept of discriminative stimulus, which serves as a signal in operant conditioning (Rafi et al., 2020:176). Rather than giving operant responses randomly, the manager can signal to the employees to conduct themselves in a certain way if they want to receive rewards. For example, when a manager tells his employees that to be recognised in meetings, they must wait until questions are asked before they raise their hands.

According to Rafi et al. (2020:177), reinforcers may be primary or secondary. Included in the primary reinforcers are things like food and protection and employees do not have to like them. Secondary reinforcers are reinforcers that employees have learnt to like. These include praise, monetary benefits, incentives and work-related rewards. Reinforcers may also be positive or negative. Finally, there are social reinforcers, which refer to desirable experiences with other people.

3.6.2.2 The influence of positive reinforcement on employees' performance

Asadullah et al. (2019:58) held a view that the manager's concern is on employee performance regarding efficiency and productivity and this is important as it affects organisational performance. According to Asadullah et al. (2019:58), positive reinforcement is a technique that is used to strengthen new behaviours by adding more rewards instead of eliminating benefits. There are two categories in which rewards can be classified namely intrinsic and extrinsic. Intrinsic rewards refer to something intangible, for example, praise and acknowledgement. Extrinsic rewards are those that are external to the job itself. Extrinsic rewards include tangible such as salary, promotion, job security and freedom in office.

3.6.2.3 Punishments

According to Rafi et al. (2020:178), "punishment is a tool that is used to remove unwanted or undesired behaviour and it can be used to decrease the intensity of behaviours". It is invoked when an individual employee brings harm to the organisation. The study is grounded on reinforcement theory because, according to Kelly and Pohl (2018:25), discipline is designed to get rid of awkward or unwanted behaviour based on the assumption that an employee who has been disciplined is less likely to behave in the same way again. Work discipline is significant because it ensures that order is maintained in the workplace and employees behave in line with the rules of the organisation. Based on the study conducted on employees' punctuality to work, it found that employees are effective if they are penalised for coming in late to work and this impacts positively on their performance (Rafi et al., 2020:176).

3.6.2.4 Discipline and reinforcement theory

Kelly and Pohl (2018:26) believed that using reinforcement effectively should make punishment unnecessary; hence the study adopts this theory. Asadullah et al. (2019:53) held a view that using non-reinforcement is the most effective strategy for weakening bad behaviour. Invoking punishment is not the preferred technique of maintaining order in the workplace. Punishing bad behaviour is not effective because it may be suppressed and may reappear at a later stage under different circumstances. Ironically, managers may view the punishment as an effective strategy to deal with an employee's future aggressive behaviour. This notion implies that managers who have been subjected to punishment as ordinary employees may also prefer to use punishment. Asadullah et al. (2019:54) stated that punishment as a last resort may be used under the following two circumstances: firstly, when there is a frequent occurrence of undesirable

behaviour and virtually cannot be reinforced; secondly, when the problematic behaviour is so intense that an employee may hurt himself in the process. Although employers have constantly attempted to control human behaviour as per certain laws or rudimentary procedures, Asadullah et al. (2019:55) believed that the scientific study of behaviour had achieved a point where it could provide additional techniques that were progressively precise and powerful.

3.6.2.5 Critique of Skinner's reinforcement theory

As for Asadullah et al. (2019:53), the practices of behaviour modification are influenced by the contribution that Skinner made towards shaping desired behaviour through reinforcement. These practices are still used to shape social and academic learning. Managers may use behaviour modification to discipline employees, to offer them rewards and to withhold rewards to employees who misbehave. While this strategy may be effective, however; Asadullah et al. (2019:52) argued that a major concern is that it is less effective in teaching employees what not to do nor does it assist employees to understand why other behaviours are rewarded and why others are not. Asadullah et al. (2019:50) further argued that techniques such as ignoring employees' bad behaviour may be counterproductive in encouraging employees to behave accordingly.

Further to the above articulations, Kelly and Pohl (2018:23) argued that individuals can be taught immediately how to behave desirably; they do not have to learn it in lengthy non-verbal reward processes. Rafi et al. (2020:174) stated that managers who use reinforcement may sometimes overlook other significant elements such as employee history and home environment. Rafi et al. (2020:175) stated that this is important because not realising the relationship between an employee's background and his/her current behaviour may negatively influence communication between a manager and an employee. Skinner has been criticised by protagonists for his use of the term 'control'. They believe that humans are at liberty to do whatever they wish and any attempt to 'control' behaviour is perceived as a breach of personal liberty.

The discourse of reinforcement theory, as argued by Kelly and Pohl (2018:22), is that it trains people to expect rewards and cannot find the motivation to do the work in the absence of attaining rewards promised. They further postulate that using rewards more often makes people become used to them and expect them and demand them. Although Kelly and Pohl (2018:24) acknowledged the role of rewards and punishments in social studies, Rafi et al. (2020:176)

contended that most experiments conducted in this regard involved animals other than humans. However, Asadullah et al. (2019:54) disagreed with the above argument and stated that "memory is not influential in human choice, that humans can simply be conditioned to adapt to particular environmental factors".

3.6.3 Social learning theory (SLT)

According to Horsburgh and Ippolito (2018:03), social learning theory is based on the assumption that people learn from interactions with others in a social context. Powers, Cochran, Maskaly and Sellers (2020:3556) stated that this theory is an essential component of sustainable natural resource management and the promotion of desirable behavioural change. This theory posits that by observing the behaviours of others, similar behaviours are developed by people. Horsburgh and Ippolito (2018:3-4) asserted that people imitate and assimilate the behaviour of others after observing it, especially if the observed behaviour is positive or includes rewards. If most employees imitate good behaviour, organisational performance can be improved. Currently, social learning theory is the most influential theory of learning and development. Furthermore, Powers et al. (2020:3558) stated that people can learn new behaviours or information by looking at other people. According to SLT, there are three general principles for learning from each other.

According to Powers et al. (2020:3559), SLT suggests that people learn from one another through observation, imitation and modelling. The above general principles suggest that learning can occur at any stage and without a change in behaviour. In addition, Powers et al. (2020:3560) stated that learning must be represented by a permanent change in behaviour. In contrast, Horsburgh and Ippolito (2018:03) contended that since people can learn through observation alone, this type of learning may not necessarily show in their performance. Therefore, learning may or may not show in a behaviour change. Albert Bandura revealed that the role played by cognition in learning and social learning theory has become cognitive in its interpretation of social learning.

Horsburgh and Ippolito (2018:5) stated that learning would be harmful if it is based on the notion that behaviour is shaped into new patterns based on rewards and punishments. Behaviours that the majority of people display are learnt, either intentionally or unintentionally, through influences as examples. Horsburgh and Ippolito (2018:04) asserted that the people who are being

observed are called models and learning is called modelling. Horsburgh and Ippolito (2018:07) stated that the second and third stages of learning, imitation and behaviour modelling occur if a person observes positive, desired outcomes in the first stage. For example, if an employer rewards an employee for excellent performance, other employees are most likely to imitate the rewarded behaviour. Further, if an employer disciplines a poorly performing employee, other employees are likely to engage in good behaviour. Powers et al. (2020:3566) confirmed that much behaviour is learnt through modelling.

According to Rumjaun and Narod (2020:86), individuals not only perform behaviours but consider the consequences related to their actions in the process of learning. Therefore, individuals develop thoughts about desired behaviour that are likely to be rewarded or succeed. They are then guided by these thoughts or hypotheses for their future actions. Rumjaun and Narod (2020:88) added that accurate thoughts or hypotheses are likely to produce successful performances whereas erroneous thoughts give rise to ineffective behaviours. Therefore, "the cognitive events are thus selectively strengthened or disconfirmed by the differential consequences accompanying the more distally occurring overt behaviour" (Rumjaun & Narod, 2020:89). In the analysis of experiential learning, reinforcing consequences is regarded as a way of informing workers of what is expected of them to achieve beneficial outcomes or avoid punishment.

3.6.3.1 Strengths and weaknesses of SLT
Rumjaun and Narod (2020:93) stated that the strengths and weaknesses of SLT are divided into two categories. Firstly, it is reinforcement, which means the action modelled by the observer is positive, therefore, the action may be rewarded or modelled by others. The second one is punishment, which means the action modelled by the observer is negative and may offend or harm others, leading to punishment.

3.6.3.2 Limitations of SLT
Powers et al. (2020:3575) claimed that the theory's complexity and comprehensiveness focus on one construct and ignore the others.

3.7 Factors that enhance organisational performance

According to Pandey (2019:03), several factors affect organisational performance. The factors that affect organisational performance are better wages and salaries, incentives and rewards, improvement in the working conditions, delay in the payment of wages and other emoluments, failure to negotiate during collective bargaining, proper handling of employee grievances, effective communication and mismanagement and organisational failure.

3.7.1 Better pay of wages and salaries (remuneration)

According to Khan, Tufail and Ali (2021:200), almost all organisations comprise both tangible and intangible elements, which include the environment, people, values, mission and vision, strategies, entrepreneurship and technology. Cabrera and Webbink (2019:1224) held a view that human beings are the only ones living amongst these elements, and enter the contractual relationship with the organisation to offer their human services for rewards. Saari, Kantola and Koskinen Sandberg (2019:02) emphasised that manpower is the most crucial asset of every organisation since things are getting done through employees. The success and failure of any organisation rely on the performance of its employees; hence, it is important to focus on the factors affecting performance. According to Miller and Vagins (2018:06), forms of rewards are wages or salaries whereas a wage refers to weekly payment and a salary refers to monthly payment or fortnightly.

Cabrera and Webbink (2019:1226) reported that payment of wages and salaries by the organisation must be able to attract and retain talented human resources and motivate employees to improve their performance. Miller and Vagins (2018:08) asserted that the other purpose of wages and salaries is to devise an efficient system as well as maintaining good employment relationships. According to Vaghefi (2019:03), wages and salaries are key variables that promote employee performance. Saari, Kantola and Koskinen Sandberg (2019:03) suggested that wages and salaries play a crucial role in creating harmonious employment relationships within the organisation. They align the employee behaviour to be in consistent with the organisational goals and objectives. Vaghefi (2019:04) observes that the main reason people work is to earn a living, therefore, when employees are paid well; it helps to avoid agitation that can affect the employment relationship.

It must be noted that wages and salaries are adequate when they can at least satisfy the economic, psychological and employee motivational needs (Grobler & Rensburg, 2019:2055). Then, such wages and salaries are sufficient if they aid to improving performance, retaining highly skilled employees and complementing the effort and experience of such employees. According to Abel, Florida and Gabe (2018:3-4), an effective wage strategy contributes to the realisation of organisation mission and vision and achieving the targets of work. Vaghefi (2019:4) emphasised that higher wages and salaries received by the employee will lead to more satisfaction and conversely, lower wages and salaries received by the employee will make employees dissatisfied at work. According to Rozada and Yeyati (2018:03), employee performance must be balanced with the provision of appropriate wages and salaries and in line with achieved job performance. An effective pay system is a system that provides employee satisfaction and encourages employees to improve their performance. The contract between the employer and the trade union determines the wages and salaries received by the employee (Khan, Tufail & Ali, 2021:201). This means that the wages cannot be changed in the presence of powerful unions in the organisation. Wages are significant for the organisation because they reflect the organisation's effort to defend human resources to have a highly committed and motivated workforce (Miller & Vagins, 2018:9).

Rozada and Yeyati (2018:03) reported that employers and employees work under the mistaken impression that the level of employee performance on the job determines the amount of employee's salary. Vaghefi (2019:4) asserted that although this may seem true in a minority of cases, numerous surveys have shown that this is untrue. However, Abel et al. (2018:4) contended that salary increments based on employee performance have a limited effect since employees no longer recognise the increments as an incentive but as an entitlement.

3.7.2 Incentives and rewards

Dhir, Rajan, Ongsakul, Owusu and Ahmed (2021:45) stated that the terms incentives and rewards are used interchangeably in organisational settings and there is no broader difference among them. Fatah and Suhandini (2019:47) defined incentives as any source that motivates an employee or group of employees to improve performance and to put more effort beyond expectations. In addition, incentives are divided into two main groups: financial and non-financial incentives. Fatah and Suhandini (2019:48) stated that financial incentives include direct

payment of cash while non-financial incentives may be as promotion, flexible time, autonomy and to be involved in decision making. Financial incentives satisfy basic human needs and encourage employees to perform at their best and increase the level of their competencies. Financial incentives are aimed at raising performance efficiency by encouraging employees to behave in the desired way (Yang & Chen, 2019:180).

Karakhan and Gambatese (2018:03) held a view that financial incentives are better than any other non-financial incentive since cash has an option value and it would be difficult to know the preference of employees regarding non-financial incentives. If employees are given monetary rewards, they can purchase any rewards of their choice. However, Fatah and Suhandini (2019:49) found that financial rewards usually decrease team performance since employees focus primarily on individual monetary gains. In contrast, Brown, Smith, Epton and Armitage (2018:23) claimed that non-financial incentives provide lower absenteeism, stress and turnover and improve performance, competitiveness, productivity, revenue and profits. Karakhan and Gambatese (2018:4) reported that employees who gain financial rewards may have a strong desire for money that leads to pay dissatisfaction.

Brown et al. (2018:21) reported that "incentives act as good stimulator or motivator because it encourages the employee to advance their efficiency and attain the target". Yang and Chen (2019:182) stated that incentives recognise specific accomplishments by an employee and it is expected that the prospect of the incentive payment will trigger the employee's performance. According to Yang and Chen (2019:181), financial incentives motivate an employee to improve their performance, to maximise effort and output by producing excellent results expressed as on-time delivery, quality customer service, cost reduction and sales turnover. Thus, financial incentives provide extra cash when outputs and positive contribution are achieved (Khan et al., 2021:203). Incentives and rewards play a significant role in improving employee performance and productivity. Employees are considered the engine of the organisation because of their significance in ensuring that organisational goals are met. Brown et al. (2018:25) contended that the poor performance of an organisation is because of failing to reward employees for hard work.

Voorberg, Jilke, Tummers and Bekkers (2018:865) argued that not all incentive programmes will lead to positive outcomes and improved performance. They stated that when a reward is offered by the employer to enhance performance, an employee will perform the task to obtain the reward rather than for intrinsic reasons. A study by Yang and Chen (2019:183) refuted the argument that rewards undermine performance and found that, generally, people perform tasks better when they receive a reward. Voorberg et al. (2018:866) contended that organisations are already facing significant challenges in the internal and external environment; therefore, it is difficult for organisations to maintain performance without providing their employees' incentives based on their efficient work. As for Karakhan and Gambatese (2018:5), incentives are the most influential factors to an employee's desire to work when such wages can satisfy an individual's needs. On the contrary, a low payment that is inappropriate to an individual's work efforts leads to poor performance and efficiency.

According to Yang and Chen (2019:183), incentives play a significant role in encouraging an individual's capacity and abilities, and inspiring them to develop their skills. In addition, incentives maintain a balance between what is required by the organisation and the employee's needs to enhance organisational performance effectively and efficiently. According to Fatah and Suhandini (2019:49), there is a direct relationship between improved performance and employee interest, therefore, incentives are an essential factor to the individual and allow him to explore their talents and expertise. As for Karakhan and Gambatese (2018:6), promotion is the most important incentive that affects the efficiency of employees' performance while financial incentives ranked first regarding the importance of raising efficiency of performing employees. When employees are happy about their benefits, they believe their organisation has their best interests at heart.

Employers and economists must emphasise the importance of incentives as determinants of organisational performance and focus on the impression that getting the incentives right is the task that requires the attention of senior executives when designing organisations (Dhir et al., 2021:45). Many other organisations have implemented output-based incentive plans that link incentives to measured performance for employees at all levels in the organisation, not only top management officials (Karakhan & Gambatese, 2018:8).

3.7.3 Improvement in the working conditions

Cerci and Dumludag (2019:786) understood work conditions as extrinsic factors that involve concrete resources, working rules and therefore, lead to an employee's psychological feelings. According to Cerci and Dumludag (2019:787), positive work conditions are necessary for the employee's physical and psychological health. As for Pires (2018:163), the working conditions determine the level of employee's motivation, satisfaction and subsequent performance. According to Cerci and Dumludag (2019:789), the working conditions determine the level of innovation and cooperation amongst employees and ultimately, the period spent in the organisation. The working conditions can be different ranging from those comfortable to those that are difficult and dangerous to employee's life and health. Pires (2018:165) held a view that difficult working conditions impact negatively on work performance and it is, therefore, essential to take measures that can eliminate uncomfortable working conditions or if possible, to take appropriate safety measures.

Oyewo, Vo and Akinsanmi (2021:190) held the view that organisational ethics such as ensuring regular team meetings, controllable workload and promoting two-way communication produce good quality working conditions. Useche, Gómez, Cendales and Alonso (2018:455) stated that it is significant to nurture a constructive place of work to make good business sense. A positive workplace encourages improvement, innovation, creativity and is characterised by the value that supports employee commitment. Organisations that improve their working conditions have a competitive edge because they attract and retain highly skilled employees. Useche et al. (2018:456) found that a positive workplace atmosphere results in fewer cases of fraud, employee turnover, absenteeism and improved workforce well-being and comfort.

Good working conditions that organisations have created enable employees to communicate positively and openly and managers expect the best performance from their workforce. According to de Souza, da Silva, de Paula Alves Bezerra and Bonomo (2019:09), good working conditions enhance the capability and efficiency of the organisation as a whole and both employers and employees share responsibility for building well-balanced work environments. Pires (2018:457) argued that employee disengagement increased over the years; hence, it is important to create organisations that positively influence the workforce. In addition, de Souza et

al. (2019:10-11) stated that the working environment is perhaps a key root that causes an employee's engagement or disengagement. The performance of employees is poor not only due to working conditions but also because of ineffective human resource management aspects such as poor working conditions, absenteeism, absence of performance appraisal systems and a lack of recognition (Oyewo et al., 2021:190). The working conditions are the most critical factors that keep an employee satisfied in the current business world. According to Bakker and Demerouti (2018:03), the working conditions are created by the interaction of employees with their organisational climate and include psychological as well as physical working conditions.

Yan (2020:90) held a view that employee satisfaction plays a crucial role in ensuring the success of the organisation. It is against this background that Bakker and Demerouti (2018:5) suggested that employers have to ensure that their employees work under satisfactory working conditions. In addition, Cerci and Dumludag (2019:788) added that satisfied employees are happier about their jobs and this contributes to the success of the organisation. According to Yan (2020:91), the employer has a full obligation to ensure that his/her employees work under safe conditions and are satisfied with their working environment. Bakker and Demerouti (2018:6) stated that the employer must provide and install equipment in the work environment that is safe and free from health hazards. Equipment that employees use in their work environments must be functional to avoid poor performances or injuries at work. Cerci and Dumludag (2019:790) discovered that the training of employees should be encouraged for the proper use of protective equipment for personal protection. Bakker and Demerouti (2018:5) stated that good working conditions promote peaceful employment relationships. According to Bataineh (2019:101), the employer must take reasonable steps to ensure that the employee's health and safety are protected within the working environment.

Bataineh (2019:103) found that satisfaction regarding working conditions is higher in employees who do administrative work than in the case of employees who work in difficult conditions. According to Bataineh (2019:104), decent working conditions are conditions where employees can do their jobs in an ideal, secure, healthy and comfortable way. de Souza et al. (2019:12) discovered that the working conditions are an important factor in the overall job satisfaction of workers who work in difficult working conditions. Improvement in the working conditions

relates to the improvement of safety at work, adequate protective equipment, adequate training of employees and control and improvement of machinery and tools (Oyewo et al., 2021:190).

3.7.4 Delay in payments of wages and other emoluments and poor financial performance

The rapid increase of delayed payments decrease the good image of the organisation and this is considered to be the factor of significant concern. According to Uzhenyu (2019:210), payment delays refer to honouring payments at a later stage other than the agreed stipulated contract period. Uzhenyu (2019:312) defined a delay in payment as the difference between obligations due to suppliers and the government's ability to fulfill these obligations in a specified period in a given financial year. Narayanan, Dhorajiwala and Golani (2019:114) defined payment delays as the original overdue payment accompanied by any accrued interest or penalties. Narayanan et al. (2019:115) contextualised payment delays as the late payment which is a result of the organisations' inability to meet its obligations to pay its workers within the agreed contract period.

A delay in payments would normally result in deterioration in an organisation's financial performance. According to Kirsten and Du Toit (2018:8), timely and efficient payment is important because it leads to enhanced financial performance since the organisation's cash flow position determines its success or failure. As for Uzhenyu (2019:313), a delay in payments threatens the survival and wellbeing of any organisation and makes it difficult for the organisation to budget without a cash flow projection. Hence, this distorts organisation financial plans and expected revenue flow, signifying that organisations find it difficult to function or break even and eventually result in liquidation. Prolonged delay in payments promotes reduced profits and incomes, hence reduction in consumption and expenditure.

Kirsten and Du Toit (2018:10) opined that payment delays result in greater financial implications especially on the organisation's budget. Uzhenyu (2019:315) discovered that payment delays in the private sector led to a likelihood of bankruptcy and declined profits. Another study conducted by Narayanan et al. (2019:118) found that the major factor that contributed to payment delays was in the difficulty managing the cash flow, combined with insufficient resources, late payments and the unpredictability of the financial markets caused by the employer's inability to manage finances and the entire organisation. Narayanan et al. (2019:123) noted that delays in

payments caused stress to employees, which resulted in conflicts and impacted the completion of tasks within the set time frame. Uzhenyu (2019:314) found out that constant disagreements on evaluation of works coupled with poor quality of works caused payment delays.

According to Narayanan et al. (2019:123), one of the reasons for payment delays is when there are errors in submitting claim forms. This includes claims without sufficient supporting documents, claims that are calculated wrongly and claims submitted without following proper procedures. When this is the case, employers need to resubmit the claims after proper corrections have been made (Ali & Anwar, 2021:45).

3.7.5 A conducive working environment and its impact on performance

According to Sunarsi (2020:238), the working environment could be anything around an employee that affects how they perform their duties. As for Hartinah, Suharso, Umam, Syazali, Lestari, Roslina and Jermsittiparsert (2020:236), the work environment is both an internal and external condition that influences the working morale and lead to completed work functions. A conducive work environment offers a sense of security and enables an employee to work at optimal level. According to Sunarsi (2020:239), a decent working environment is a condition where employees can perform their jobs in a healthy, secure, ideal and comfortable environment. Hartinah et al. (2020:238) classified working environments into both conducive and toxic environments. Hartinah et al. (2020:239) stated that the physical environment of an organisation, particularly its design and layout, impact employee behaviour and performance. Hartinah et al. (2020:237) indicated that some of the factors that can impact the workplace include lighting, cleanliness, colouring, water, security and music among other factors. Badrianto and Ekhsan (2019:65) emphasised that if an employee is satisfied with the work environment in which they work, an employee will feel comfortable at work and conduct activities effectively to ensure working time is used efficiently.

According to Badrianto and Ekhsan (2019:65), an employee's working environment determines the quality of their work performance and their level of productivity on the job. An employee's desire to learn new skills and their level of motivation is determined by how well the organisation engages an employee. In the current world of increased global competition, there is an increased desire for improved performance of human resources. Sunarsi (2020:242) stated

that an employee's goal to work is not only to be remunerated but to reach the level of self-satisfaction and motivation. Sunarsi (2020:243) argued that the work environments are not without impediments and the challenge is not the lack of institutions or organisations but the poor management of the working environment.

However, Badrianto and Ekhsan (2019:66) stated that since every organisation comprises people, it might be logical to state that people's performance is a consequence of organisational performance. This is supported by Hartinah et al. (2020:238) who claimed that poor performance or the inability of employees to achieve organisational goals is the reason for organisational failure. According to Badrianto and Ekhsan (2020:65-66), the physical environment at work is significant to employees' performance, health, social relationships and satisfaction. It is considered that the physical design of the work environment (offices) and the environmental conditions at the workplace play an important role in organisational performance.

Sunarsi (2020:243) asserted that the current business environment does not allow organisations to waste the potential of their workforce. According to Sunarsi (2020:244), the work environment has the potential to positively or negatively influence organisational productivity, employee morale and engagement. Organisations implement several practices such as employment security agreements and performance-based pay to motivate employees and help balance work and family (Hartinah et al., 2020:242).

As for Badrianto and Ekhsan (2019:66), the current workplace environment is characterised by two opposing trends. On the other hand, employees are given flexibility in the way they dress and conduct themselves. On the other, it is the increase in employer tendency to micromanage. The possible reason for micromanagement according to Badrianto and Ekhsan (2019:66) is because younger employees do not present an image of seriousness and dedication in the way they dress, speak and act. According to Sunarsi (2020:242), employers must not only define the physical environment of the workplace and make it conducive for employees but also change their management style to suit their employees. Badrianto and Ekhsan (2020:68) stated that this includes changing aspects such as ethics, behaviour, commitment, drive, professionalism and effective relations with employees for the better.

However, employers must change their style of functioning to bring about effective changes in these aspects (Andjarwati et al., 2019:15). Andjarwati et al. (2019:15) posited that the tendency to micromanage must be controlled by employers and must show confidence that employees can achieve their roles efficiently. If employers treat employees as professionals, employees have the responsibility to behave professionally (Ali & Anwar, 2021:45). Such an attitude promotes trust and loyalty among the employees and encourages better coordination among team workers. Andjarwati et al. (2019:16) stated that environments, where employees are productive, create organisational profits.

3.7.6 Mismanagement and organisational failure (Poor performance)

As for Jayasimha and Tigadi (2018:549), policymakers proclaimed that mismanagement is at the heart of poor organisational performance and failure. Equally, scholars (Samdanis & Lee, 2019:476) have linked organisational poor performance to leadership characteristics, managerial misperceptions and other managerial practices. According to Samdanis and Lee (2019:476), organisational poor performance is related to the failure of or absence of performance information resulting in an inability to set meaningful priorities. Jayasimha and Tigadi (2018:549) asserted that poor organisational performance often stems from poor information systems that enable significant information to be overlooked or not given enough attention.

Samdanis and Lee (2019:478) stressed the importance of effective internal relationships between different managers. Organisations that cannot perform up to standard often have top managers who cannot create relations and justify their decisions based on prior experience and a lack of trust at lower managerial levels. Furthermore, the lack of trust between managers created a vacuum whereby organisations are a group of independent fiefdoms that only cooperated infrequently for the good of the organisation. Thus, poor performance would be less likely to occur in organisations where there are high levels of corporation achieved through joint decision making. Jayasimha and Tigadi (2018:555) emphasised the importance of internal partnerships in the current business environment.

Jayasimha and Tigadi (2018:556) suggested that poor relations with external stakeholders led to a decline in organisational performance. The levels of external relationships may affect organisational poor performance. Zhuwao, Ngirande, Ndlovu and Setati (2019) stated that

external partnerships between individual organisations are viewed as a means by which organisations secure competitive advantage. Mendy (2020:4) contended that partnerships help organisations access new technologies, knowledge of other organisations effective practices. Jayasimha and Tigadi (2018:558) believed that effective leadership is a key factor that prevents organisational poor performance. Mendy (2020:4) stated that imprudent leaders are likely to be associated with poor organisational performance. These leaders fail to adopt innovative ways of thinking and normally stick with outdated methods that do not help the organisation grow. In contrast, good leaders are associated with characteristics such as risk taking, charisma, credibility and vision.

According to Mendy (2020:5), policymakers assumed that poor organisational performance is often attributable to mismanagement. Organisations are likely to fail if they have weak managerial leadership and poor performance management (Yuen, Loh, Zhou & Wong, 2018). Researchers (Mendy, 2020; Andjarwati et al., 2019) suggested that effective leadership and management of performance help prevent mismanagement and failure. As for Jayasimha and Tigadi (2018:557), an organisations' internal characteristics have an important influence on the relative success or failure of an organisation. Samdanis and Lee (2019:481) argued that any attempt to define poor organisational performance is insufficient unless the interplay between organisational dynamics and contextual forces is taken into consideration. Samdanis and Lee (2019:480) stated that mismanagement may have more impact in less developed areas as more developed organisations may be able to perform well even if they have poor quality management. Samdanis and Lee (2019:483) emphasised that good relationships with external stakeholders can prevent mismanagement and poor organisational performance.

3.7.7 Organisational performance standards and poor work performance

Research conducted by Parker, Andrei and Van den Broeck (2019:909) recognised that in the South African labour laws, an employer may demand employee performance of a certain standard and that employees must be protected by the law against unfair treatment. Parker et al. (2019:909) stated that it is within the jurisdiction of an employer to set performance standards that employees are required to meet. As for Parker et al. (2019:912), these standards must be both reasonable and relevant to the workplace. Some jobs may require more than one performance standard depending on the nature of the job. According to Petery, Wee, Dunlop and

Parker (2020:512), the employer must communicate performance standards to all employees (or he/she should be reasonably be expected to know them). The standards may be communicated verbally (in meetings with the employer), in writing (for example, in a letter of appointment or memo) or maybe known through custom or practice (Petery et al., 2020:513). However, performance standards vary according to the nature of the business (Ali & Anwar, 2021:48).

3.7.8 Failure to negotiate during collective bargaining and organisational performance

According to Gasela (2021:07), collective bargaining is a significant factor that promotes organisational peace and order to promote harmonious employment relationships. The advent of collective bargaining stem from the idea that employees are bound together to create a balance of power with employers. Collective bargaining is common within the public sector organisations because trade unions' interests to pursue negotiations are rooted in survival strategies. Nneka (2019:03) conceptualised collective bargaining as a process of mutual influence between the employer and the trade unions that represent employees intending to reach a mutual agreement regarding the employee's working conditions. As for Doellgast and Benassi (2020:241), collective bargaining is a negotiation process between employee representatives, employers and the government concerning the working conditions and terms of employment. Doellgast and Benassi (2020:243) held a view that when parties take collective decisions during the collective bargaining process, it avoids grievances that might occur in the future and affect the performance, growth, sustainability and productivity of an organisation.

According to Doellgast and Benassi (2020:243), collective bargaining is vital to any organisation and is used as a tool to regulate flexibility as the parties (the employer and trade unions) have conflicting interests due to available resources and competitive positions. Furthermore, employment relationships are also viewed as a 'zero-sum game', where employers benefit at the expense of union members and vice versa. Carré, Horn and Bonner (2020:288) found that the employer provides remuneration to employees and the employees are the productive engine of an organisation.

Doellgast and Benassi (2020:245) found that evidence suggests that both employees and employers can benefit if there are fair conditions for collective bargaining. The fair conditions of collective bargaining can therefore enhance employee performance and boost morale. Doellgast

and Benassi (2020:245) argued that collective bargaining could be a process that leaves scars in the workplace such as reducing organisational commitment, job satisfaction and organisational performance. Paolucci and Marginson (2020:330) opined that trade unions can enhance employee motivation, thereby improving performance through enabling employees to voice their concerns and grievances and represent them well to management. Carré, Horn and Bonner (2020:288) found that collective bargaining helps promote mutual understanding and cooperation between employees and management and deals with employment relations issues without resorting to strike.

According to Nneka (2019:05), fair processes of collective bargaining often result in industrial discipline and peace. In the same vein, Paolucci and Marginson (2020:332) asserted that organisational conflicts between employers and employees could be managed effectively through negotiation and consultation with the employees' representatives. Mediation and arbitration techniques are implemented to resolve disputes during the collective bargaining process (Tambosi, Gomes & Amal, 2020). The intervention of a third party during the negotiation process may help realign the parties in disputes to the core issues for labour negotiations. According to Nneka (2019:07), trade union members may threaten to withdraw their labour and embark on strikes if there is no agreement to resolve grievances. Organisational performance is, therefore, threatened when employees embark on strikes. In addition, the potential threat of strikes could harm the public who depend on essential services provided by the organisation. Carré et al. (2020:289) stated that the effective management of employee grievances reduces conflicts and enhances employee performance. This assumes that if employees are satisfied with collective bargaining, the employees will be in a position to improve their performance (Gasela, 2021:10).

Nneka (2019:09) stated that previous researchers could not uncover how negotiated performance and standards through collective bargaining affected the sustainability of the organisation. Trade unions negotiate with employers through collective bargaining to improve employees' working conditions to enhance their organisational performance. The lack of collective bargaining may have significant negative consequences on organisational efficiency. The type of relationship between the employer and trade union has a direct impact on the organisational growth and

sustainability. Furthermore, Carré et al. (2020:292) discovered that cooperation between employer and trade union is critical for organisational performance.

3.7.9 Impact of effective communication on organisational performance
According to Argote, Aven and Kush (2018:193), communication is a means of bringing about organisational change and is the mainstream of any organisational growth. According to Argote et al. (2018:194), all human interactions are forms of communication and nothing can be achieved without effective communication with employers, employees and other stakeholders. Employees spend most of their time communicating in the organisations. Argote et al. (2018:193) stated that communication is understood as the lifehood of an organisation because it is needed to exchange information, opinions, execute decisions and reach an agreement. When there is a lack of communication, organised activities cease to exist and individuals perform uncoordinated activities in an organisation. Argote et al. (2018:195) found that the most successful organisations are organisations that have mastered the art of communication. According to Marlow et al. (2018:147), a successful organisation is one that has effective communication both within the organisation and with other organisations. Marlow et al. (2018:149) emphasised the importance of information flow to any organisation and the effectiveness of the organisation depends on the flow of information.

Marlow et al. (2018:150) stated that employers' effective communication with employees needs to be accompanied by clearness regularly. According to Marlow et al. (2018:153), communication is a critical factor because it directs and mobilises employees to achieve organisational goals and performance. Marlow et al. (2018:155) opined that smart managers understand that effective, straightforward communication between employers and employees is vital for the success of the organisation. Smith, Patmos and Pitts (2018:45) outlined that the majority of organisational disputes originate due to the lack of effective communication, hence, it is significant to emphasise that in communication, emotions and environment is relevant to enhance the organisational performance. Marlow et al. (2018:153) held a view that the constant delay in getting information through effective communication limits employee performance, which may result in maladministration in organising organisational activities. Therefore, employee performance is a result of their communication techniques in the organisation. An

organisation can perform effectively if communication strategies are clear and instructions are conveyed in a clear way.

Argote et al. (2018:193) recommended that the communication process should be made an integral part of management strategy since it impacts directly on achieving organisational goals. Communication as a managerial tool is assumed to share information with members, minimise unnecessary managerial burdens and improve organisational performance. Nawangwulan, Hufad, Ardiwinata and Saripah (2020:1906) stated that the employees are the key sources that bring about change in the organisation and encourage employees to bring the desired change; organisations must address the hesitations and any other issues related to them. Nawangwulan et al. (2020:1905) investigated the impact of communication strategies on organisational performance and concluded that open communication should be encouraged for any organisational performance to be effective. Furthermore, Nawangwulan et al. (2020:1906) found that once members in the organisation feel comfortable to share ideas, feedback at every level, organisational performance is improved.

A study by Nawangwulan et al. (2020:1907) discovered that communication expedites the exchange of information and it helps in improving organisational efficiency, thus, improving organisational performance. In addition, communication is a key determinant of organisational performance. The negative outcomes associated with the lack of effective communication can also affect employees' well-being, attitude and satisfaction.

3.7.10 Proper handling of employee grievances and disputes and their impact on organisational performance

Obiekwe and Eke (2019:03) contextualised a grievance as any genuine or imaginary feeling of dissatisfaction or injustice that is experienced by an employee or group of employees about the procedures and policies within an organisation and brought to the attention of the management and the organisation. Obiekwe and Eke (2019:03) defined a grievance as any dissatisfaction that relates to work and is expressed formally by an employee to his supervisors. As for Elbaz, Haddoud, Onjewu and Abdelhamied (2019:215), a grievance is any dissatisfaction, expressed or not and whether or not valid that arises out of anything relating to the organisation that the employee believes to be unjust. The need to enhance employee morale, organisational

effectiveness and performance has made the management of employee grievance a vital concern for the organisation. Elbaz et al. (2019:218) opined that the grievance occurs when the management cannot honour the terms of agreement with the employees. Grievances indicate dissatisfaction of members of the organisation and groups with members that have similar interests. Elbaz et al. (2019:216) found that the management of employee grievance emerged as a top priority in the current business arena, as organisations that seek to get outstanding performance out of their employees must be able to maintain a harmonious employer-employee relationship.

According to Obiekwe and Eke (2019:6), the proper handling and management of employee grievance have made organisations restructure existing procedures to accommodate the feelings, opinions and views of employees to gain employee loyalty and trust. Mbeyale (2018) stated that a grievance erupts when organisational policies are unclear to an employee and does not state how things should be conducted or ways in which to express dissatisfaction. Mbeyale (2018) identified a grievance as a protest of the employee against unjust policies. However, it may not be possible to stop grievances from occurring; hence, settling them immediately after they occur is important to stop the grievances from escalating to a point where they become difficult to handle (Gasela, 2021:12).

The success and survival of an organisation are determined by its workforce. Employees play an integral part in the success and productivity of the organisation. According to Mercer (2019:817), the management's ability to ensure that grievances are handled in an unbiased and fair manner is significant to any organisation as the proper handling of employee grievances ensures the harmonious employment relationship between employers and employees. The harmonious employment relationships encourage employees to be more committed and put in more effort, which helps to promote organisational performance. Mercer (2019:818) stated that the nature of a grievance can impact on employee performance and the management of grievances deals directly with employees and all that affects them, therefore, can affect employee performance and organisational productivity.

Elbaz et al. (2019:223) stated that suppressed employee grievances give rise to absenteeism, strike actions, low morale, reduction in an employee's commitment and different forms of industrial sabotage. This, therefore, suggests that when the management of employee grievance is in place, there is improvement in employee commitment, morale and organisational citizenship behaviours, all of which, are significant for improved organisational performance. According to Obiekwe and Eke (2019:7), an effective employee grievance procedure encourages good performance while poor management of employee grievances is destructive and brings disharmony to the organisation with a notable reduction in organisational performance. Obiekwe and Eke (2019:7) discovered that effective management of employee grievances helps in the understanding of the feelings and attitudes of employees regarding the organisation's procedures, policies and rules.

According to Mercer (2019:819), employee grievance practice helps employers recognise questionable behaviours in the organisation and provides measures of correcting the questionable practices. As for Mbeyale (2018), collective bargaining is a vital grievance management tool for effective harmonious employment relationship that promotes organisation effectiveness, survival and performance. According to Obiekwe and Eke (2019:8), grievances ought to be handled as soon as they are reported to ensure that the negative consequences of unresolved grievances do not manifest in the organisation. The majority of grievances in the organisation relate to performance appraisal, incentives and rewards and working conditions, thus, management must ensure that grievances improve the working conditions of their employees (Obiekwe & Eke, 2019:7). Furthermore, organisations should ensure that those who are in charge of managing employee grievances must be well trained to enable them to acquire the human relations skills and knowledge of South Africa's labour laws to increase their knowledge in the proper handling of grievance.

3.7.11 Recognition and appreciation

Asaari, Desa and Subramaniam (2019:52) found that intrinsic rewards such as recognition and appreciation are significant in motivating employee attitudes and improving employee performance. Abdullah, Shonubi, Hashim and Hamid (2016:50) discovered that recognition and appreciation are valuable functions that are needed in the organisation to enhance employee motivation and organisational performance. Asaari et al. (2019:53) held a view that recognition

and appreciation are the most effective non-monetary intrinsic rewards awarded by an organisation to appreciate and recognise employee involvement in the organisation to improve organisational performance. Abdullah et al. (2016:50) discovered that it is important for employers to express an appreciation to encourage good employee behaviour to meet strategic organisational objectives. In contrast, Abdullah et al. (2016:53) also found that some managers still prefer to order employees around rather than offer recognition and support and this demotivates and frustrates employees. Recognition and appreciation boost employee morale and high spirit to contribute to organisational performance.

Recognition and appreciation show confidence in the workforce and confident workforces are more productive (Simbarashe & Bornman, 2021:23). Thus, a manager must tell his or her employees that they are valuable and that their skills and abilities are recognised and appreciated to boost their confidence and contribute to organisational performance. Abdullah et al. (2016:50) found that when employees feel appreciated and recognised for their commitments in the work environment, improved results including employee commitment, lower staff turnover and higher customer loyalty take after and improve organisational development and performance (De Sousa Sabbagha, Ledimo & Martins, 2018:138).

3.8 Impact of leadership and leadership styles on organisational performance

Al Khajeh (2018:03) viewed leadership as a key factor in organisational effectiveness and performance. Al Khajeh (2018:3-4) stated that leadership is defined in so many ways that it is hard to come up with a single working definition of leadership. Researchers (Al Khajeh, 2018; Gandolfi, & Stone, 2018; Daniëls, Hondeghem & Dochy, 2019; Madanchian, Hussein, Noordin & Taherdoost, 2018) defined leadership as a body of people who lead and direct the activities of a group towards a shared goal. Kalsoom, Khan and Zubair (2018:25) defined leadership as "the process of directing the behaviour of others towards the achievement of some goals".

Gandolfi and Stone (2018:263) stated that some set of goals must be achieved by organisations through the human factor which is the most important to achieve these goals. Gandolfi and Stone (2018:263) discovered that a good leader positively influences organisational members to contribute effectively towards the achievement and accomplishment of organisational goals,

objectives and standards. Thus, Al Khajeh (2018:4) defined leadership as the ability to influence employees to perform desired tasks over time. Ahmad, Nisar, Imran, Waqas, and Malik (2019) reported that leadership behaviour has an effect on and is significantly related to organisational performance.

Kalsoom et al. (2018:26) held a view that "one of the major reasons why organisations are unable to see a shift on their bottom line is that they are unable to attract, retain and engage effectively with top talent employees". Madanchian et al. (2018:969) raised a concern that talent management professionals are still unsure as to how the effectiveness of talent they bring into the organisation is measured. In addition, they are still unsure of how talent is fully polished and nurtured to achieve organisational goals (Madanchian et al., 2018:971). It is against this backdrop that Gandolfi and Stone (2018:265) found that the role of leadership is core at it all; they need to get the best out of talent. Kalsoom et al. (2018:26) asserted that leaders within organisations are value enablers; they must ensure that employees are supported and enabled to contribute valuable ideas to the overall well-being of the organisation. Al Khajeh (2018:5) is of the view that if certain departments within organisation are not performing well, the leader is closely looked at because they are steering the ship either in the right or wrong direction. Hence, leaders are at the centre of it all. Therefore, until organisations invest in programmes that develop leaders to close these gaps, talent management effort will be insufficient (Gandolfi & Stone, 2018:266).

3.9 The effects of COVID-19 on organisational performance

According to Sintema (2020:3), organisations are facing increasing uncertainty as they navigate today's grand challenges. These challenges are diverse and involve complex issues such as political instability, economic downturns and climate change. These challenges pose an immediate threat to organisations' survival. Sintema (2020:4) stated that the COVID-19 pandemic has created a challenging environment for human resource management (HRM) with managers having to help employees adapt and cope with radical changes in the work environment. As for Shen, Fu, Pan, Yu and Chen (2020), COVID-19 provides an opportunity for researchers to organise research efforts into actions to help organisations fight one of the greatest challenges in modern history.

The impacts of COVID-19 on employees and organisations around the globe have been severe. According to Shen et al. (2020), COVID-19 is both an international economic threat and a global health crisis. The pandemic created and developed conflict between making profits and safety (Koekemoer, Beer, Govender & Brouwers, 2021:03). The lockdown of industries, organisations and businesses that were mandated to curb the spread of the virus created fundamental challenges for both employees and employers across the globe. At an individual level, organisations shutdown required employees to work from home to curb the spread of the virus. According to Sintema (2020:5), organisational psychologists need to apply urgently the field's current knowledge to make sense given the uncertainty and breadth of COVID-19 shock and to help individuals and organisations manage risks while developing and applying solutions.

While COVID-19 disrupted the normal work routines, it also accelerated the migration of work to online or virtual environments (Mefi & Asoba, 2021:2). The COVID-19 accelerated Work from Home (WFH) and forced many individuals into Mandatory Work from Home (MWFH). Gonzalez, de la Rubia, Hincz, Comas-Lopez, Subirats, Fort and Sacha (2020:3) stated that only white collar and professional employees benefit from these initiatives. Employees often find it challenging to maintain boundaries between work and non-work and this affected employee performance. Gonzalez et al. (2020) opined that conducting work and taking care of the family at the same time creates role conflict and these issues hamper the overall performance of employees.

3.9.1 Work From Home (WFH)

A survey conducted by Gonzalez et al. (2020:4) revealed that over 80% of employees worked from home during the COVID-19 pandemic and estimated an increase for remote work after the pandemic. According to Gonzalez et al. (2020:5), the demand to work from home in response to COVID-19 increased remote work trends enabled by communication technologies and connectivity. While the majority of employees are forced to work from home, many face challenges such as not having space in one's home to attend to work responsibilities. In addition, employees who live with other family members face more challenges compared to those who live alone since they need to consider others' space as well (Mefi & Asoba, 2021:02).

Sintema (2020:6) held a view that employees found it challenging to effectively maintain boundaries between work and non-work while working from home and this impact on their performance and productivity. Sintema (2020) opined that it is clear that variable ways in which employees work outside of workplace settings warrant a growing amount of attention for research. Gonzalez et al. (2020:8) stated that future research should focus on how the COVID-19 affects work performance, productivity, creativity and innovation. Gonzalez et al. (2020:6) noted that employers were reluctant to adopt WFH during the pandemic because employers would not have control over employees who are working from home and who are out of sight. However, Shen et al. (2020) stated that before COVID-19, some employers already adopted and developed strategies to monitor and regulate employees' behaviour.

3.9.2 Virtual teams
According to Shen et al. (2020), virtual teams are growing in number and importance. Prior research showed that virtual teamwork lack communication richness that is available to face-to-face teams. Teamwork challenges such as conflict or a lack of understanding can intensify rapidly in virtual teams and a lack of understanding of teams can impact on their performance. Hence, the key recommendations for virtual teams are ensuring safe and thorough information processing, mitigating conflicts and aligning teams. As virtual teams were accelerated due to COVID-19, researchers need to study innovations that may allow virtual teams to operate optimally, for example, how emotions such as anxiety and stress can be communicated in virtually connected work where emotional and social cues are limited. Shen et al. (2020) contended that virtual teams tend to be more effective in terms of brainstorming compared to face-to-face teams. In addition, research focusing on individual performance has shown that interacting remotely with team members misses the creative benefit that is evident in face-to-face interactions (Koekemoer et al., 2021:03).

According to Papadopoulos, Baltas and Balta (2020:02), organisational performance depends on the mental condition of its workforce. During the COVID-19 pandemic, employees are concerned about their safety and health and the pandemic caused stress and depression, which affected mental health. Organisations must maintain mental health by reducing fear and worry about COVID-19. The main reasons for employee stress and poor performance at the workplace are the risk of contracting the virus, social exclusion, financial loss and job insecurity.

3.9.3 Social distancing and loneliness

Employees who are required to work from home lose social connections with fellow employees, as research suggests that social interactions – including informal chats among co-employees are vital for physical and mental health. Handshakes are also valuable but can no longer be practised. According to Papadopoulos et al. (2020:02), both the requirement to WFH and de-densifying organisations to support physical distancing have a negative impact that includes a degree of harm to employees' physical and mental health. Moreover, because of loss of social interactions, loneliness results from employees' feelings that their social needs are not met.

According to Papadopoulos et al. (2020:03), fear of contracting the virus at the workplace or working from home undoubtedly impacted on employee performance. Shen et al. (2020) stated that employee performance depends on various factors and safety is among them. Shen et al. (2020) stated that virtual work practices spread as organisations shift towards cost-saving having fewer permanent employees and more part-time/contractors and possibly fewer offices in light of the health risks related to congested office spaces. The challenge is that the majority of employees still need to adapt to working from home (Datta & Nwankpa, 2021:83).

3.9.4 Unemployment and layoffs

As organisations were shut down due to COVID-19, billions of people around the globe lost their jobs. Individuals who have lost income due to unemployment may experience stress-related consequences, which include depression, anxiety and physical ailments. Papadopoulos et al. (2020:2) showed that the negative consequences of unemployment may have negative spillover impacts for those who remain employed. Previous studies (Datta & Nwankpa, 2021; Labrague, 2021) showed that when organisations reduce staff, correspondingly, there are lower levels of commitment, job involvement and stress among employees who survived dismissal. Adenomon and Maijamaa (2020:5) found that the overall reduction of employees has the same adverse organisational performance as voluntary turnover.

Adenomon and Maijamaa (2020:03) stated that among employees who continue to go to work during the COVID-19 pandemic, presenteeism is likely to grow (people who go to work even when ill). Some employees attended work when ill because they essentially feel forced to attend due to heavy job demands that include excessive workload. Other employees attended work

when ill because they are highly committed to their organisation and are highly engaged in their work responsibilities. Such employees care about their performance at work rather than priotising their health as human beings. Adenomon and Maijamaa (2020:05) recommended that compensation policies should be reviewed to ensure that there are no rewards for co-employees to attend work while sick.

3.9.5 Work setup readjustments
Mohammadi et al. (2021:03) found that most employees found it difficult to manage working from home with limited resources, along with household responsibilities and the pressure to contribute positively to work performance. While COVID-19 changed the normal work routines, it also accelerated the trends that were already underway including the migration of work to online or virtual environments. Only a few people are allowed to come to the office and the rest of the employees work from home. According to Klerk, Joubert and Mosca (2021:07), during the COVID-19 pandemic, the safety and health of the employees was the priority and other chemical organisations began to create their sanitizers and distribute them around the country as well.

3.9.6 Deprived social support and employee wellness
According to Saltzman, Hansel and Bordnick (2020:55), social support plays a key role in ensuring individual well-being; yet, one of the major efforts to reduce the spread of COVID-19 involves social distancing. Saltzman et al. (2020:55) noted the significance of social networks in promoting resilience to stress as a result of deprived social support. Since there are lockdown restrictions during COVID-19, using technology to socialise offers an important opportunity to handle and deal with stress. During stressful events, employees are more likely to suffer mental and psychological effects when they are deprived of social support from colleagues and wider communities. Labrague (2021:1896) also discovered that support from colleagues, peers, family and friends helps individuals to be emotionally stable in the face of stress-inducing events.

3.9.7 Emotional and mental shock
Mohammadi, Oshvandi, Shamsaei, Cheraghi, Khodaveisi and Bijani (2021:03) found that the high rate of COVID-19 infections in the world exposed employees to various psychological stress and tension in their lives. The death of family members due to COVID-19 usually caused emotional shock and trauma to the other members of the family who need to receive emotional support from relatives and society at large. The death of a family member due to COVID-19, especially when the victim is young and without medical aid, can subject families to extra

emotional shock and stress. Mohammadi et al. (2021:02) stated that COVID-19 is the most threatening pandemic in recent decades and has caused severe emotional and mental shock due to rapid transfer and high lethality. Levkovich and Shinan-Altman (2021:359) discovered that as a result of COVID-19, people found themselves having to cope with new emotional difficulties, especially feelings of stress and anxiety. As for Datta and Nwankpa (2021:83), the COVID-19 pandemic posed a serious threat to emotional and physical health.

3.9.8 COVID-19 affects the opening of new job roles
The COVID-19 pandemic crisis has had more negative consequences on the demand for new jobs but not in all countries. Labrague (2021:1898) found that the volume of online job postings decreased rapidly since the beginning of the pandemic. According to Saltzman et al. (2020:55), the decline in the opening of new job roles was prevalent, affecting all sectors and occupations in almost all the economies. Saltzman et al. (2020:55) stated that the demand for employees in 'front line' sectors or those employees involved in the management of the COVID-19 pandemic was intense as validated by either a growing number of jobs advertised or a sharp decline in job postings. When examining the underlying skills for new job roles, evidence from most countries reveals a strong increase in the demand for technical competencies in the healthcare sector such as emergency and intensive care.

3.9.9 Strategies to mitigate COVID-19 effects
The nature of the mortality and morbidity of the COVID-19 pandemic led to a serious economic downturn; hence, nations must come up with a strong, decisive response plan. There is the increased importance of preparedness since pandemic outbreaks cannot be confined to a particular area. Rapid global preparedness is required to curb the spread of the virus. According to Ebrahim, Ahmed, Gozzer, Schlagenhauf and Memish (2020:1), an integrated approach by relevant government officials, professional personnel, health agencies and political leaders is desired to accomplish awareness and cost-effective outcomes.

Ebrahim et al. (2020:2) recommended that to protect the population, including healthcare workers, symptomatic and asymptomatic patients should remain at home unless they experience severe symptoms that include difficulty in breathing, fever and chest pains. Since the World Health Organisation (WHO) announced the COVID-19 pandemic, individual nations introduced new lockdown rules and social distancing to curb the spread of the virus. However, countries

across Africa are experiencing weak public health care systems and management systems. In low and middle income countries, a lockdown strategy was implemented to curb the spread of the virus (Aidoo, Agyapong, Acquaah & Akomea, 2021:79). Although lockdown strategies across countries were effective in reducing the spread of the virus, there have been negative impacts reported globally, which include the increase in HIV infection during the pandemic. According to Ebrahim et al. (2020:2), HIV infection increased among poorer people and young women during the lockdown.

3.10 Chapter summary

The review identified organisational performance and various theories that underlie the study of organisational performance and workplace discipline. The chapter also reviewed the employer strategies to improve organisational performance. The chapter also reviewed the factors that enhance organisational performance and found that there is a strong positive relationship between remuneration and employee performance. Additionally, evidence shows that improvement in the working conditions, conducive working environment, effective communication of organisational rules and procedures and recognition and appreciation, proper handling of employee grievances and disputes improve organisational performance. Research also found that failure to negotiate during collective bargaining, mismanagement of the organisation and a delay in payments of wages and other emoluments affected organisational performance.

Chapter four

Research Methodology

4.1 Introduction

Chapter three discussed the concept of organisational performance. This current chapter discussed the research methodology underpinning this study. The purpose of this chapter was to discuss how the study would be conducted in terms of the research design and the methodology. This study posed several research questions and formulated research objectives as outlined in chapter one. This chapter commenced by reiterating the research questions and research objectives. It further justified the research approach and the research design used in the study. The chapter continued to describe the study site (location), target population and the sample size of the study. Furthermore, the justification for the sampling techniques and the justification for data collection instruments used to collect quantitative and qualitative data from the respondents were provided. The chapter provided data analysis and a discussion on how data quality control was ensured. In addition, an outline of the measurement scale used in the study and ethical principles were also addressed. Lastly, the limitations encountered by the researcher during the study were discussed in this chapter.

4.2 Research questions

4.2.1   How does workplace discipline impact on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal?

4.2.2   How does workplace discipline impact on employee relations at Sappi Saiccor, Umkomaas in KwaZulu-Natal?

4.2.3   Which factors affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal?

4.2.4   Which factors enhance organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal?

4.2.5   What is the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal?

4.2.6　Which recommendations can be suggested regarding how workplace discipline can improve organisational performance?

4.3 Research objectives

4.2.7　To investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

4.2.8　To establish the impact of workplace discipline on employee relationships at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

4.2.9　To identify the factors that affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

4.2.10 To examine the factors that can enhance organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

4.2.11 To determine the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

4.2.12 To make recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

4.4 Mapping of the research objectives and questions with the tools used in the study

According to Lanzing (1996), the concept of data mapping can be understood as a tool that is used to demonstrate how researchers visualise the relationships between different concepts. In Psychology, data mapping is closely related to a cognitive map, which provides a visual representation of dynamic schemes of understanding within the human mind (MIs, 2004). In addition, Cooper (2016) concurred that mapping is a visual technique that displays and visually organises knowledge using, for example, flow charts and graphs. Brightman (2003) held the view that mapping assists researchers and scholars in various fields to visualise interrelationships between ideas. Such mapping is used to organise the survey responses that emerge from the study. Moreover, mapping was used to organise, synthesis and document ideas arising from the study.　　Table　　4.1　　below　　shows　　the　　data　　mapping.

Table 4. 1 Mapping of the research objectives and questions with the tools used in the study

Research objectives	Relevant Question(s) in the Questionnaire	Relevant Theme(s) from Qualitative data	Relevant Question(s) from Interview Grid
i. To investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.	I believe organisational performance can improve if several employees face disciplinary actions for misconduct committed.	• Improves organisational performance • Compliance with organisational rules and regulations • Improves organisational efficiency and effectiveness • Harmonises employee behaviours to organisational objectives	Can you describe how workplace discipline affects organisational performance?
ii. To establish the impact of workplace discipline on employee relationships at Sappi Saiccor, Umkomaas in KwaZulu-Natal.	I feel workplace discipline helps build quality employee relationships	• Builds employee improved relationships • Builds tension among employees. • Promotes clarification of organisational policies and procedures • Is a form of conflict resolution	What is your view on the impact of workplace discipline on the employee relationships?
iii. To identify the factors that affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal.	A gap in communication during the disciplinary process can affect the proper handling of discipline	• Inconsistencies in policy interpretation and application • Poor communication • Favouritism and unfairness • Inconsiderate trade union interventions	What are the factors that are affecting workplace discipline in this organisation?
iv. To examine the factors that can enhance	Effective communication among all the stakeholders in this organisation helps promote	• Remuneration and working conditions • Effective communication	What are the financial factors that enhance organizational performance?

		organisational performance Better payment of wages and salaries to employees in this organisation contribute to improved performance	• Conducive working environment • Recognition and appreciation	What are the non-financial factors that are responsible for improving organizational performance?
organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.				
v.	To determine the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.	The outbreak of COVID-19 affects the overall performance of this organisation.	• Reduced output/performance by employees • Emotional and mental shock • Work setup readjustments • Deprived social support and employee wellness	What is the impact of COVID-19 on the employee performance? What strategies are employed by your organization to mitigate the adverse effects of COVID-19?
vi.	To make recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas, KwaZulu-Natal.	I believe proper communication of organisational rules, regulations and policies can improve performance. I feel avoiding inconsistency when administering discipline can improve performance in this organisation	• Consistency and fairness • Proper communication of rules and regulations	Can you suggest recommendations on how workplace discipline can enhance employee performance? Can you suggest recommendations on how workplace discipline can improve organisational performance?

4.5 Research paradigm

The concept of a research paradigm was first introduced by Thomas Kuhn (1962) and represents a philosophical way of thinking. In social sciences, paradigms are viewed and understood from their core epistemological and ontological assumptions originating from distinct worldviews. Mackenzie and Knipe (2006) contended that the term paradigm describes the researcher's worldview in research. This worldview represents the perceptions, ideologies, school of thought or beliefs that inform the data interpretation and analysis. Lather (1986) concurred that the research paradigm reflects the researcher's worldview. It represents the assumptions, abstract beliefs and principles that guide the researcher on how to view the world and how to interpret it. Furthermore, Lather (1986) contented that the research paradigm represents the conceptual lens through which the investigator examines the methodological issues, thus, determining the research methods used and how data were analysed.

There are various categories of research paradigms including positivism, interpretivism/constructivism and pragmatism (Guba & Lincoln, 1989; Tashakkori & Teddlie, 2003a, 2003b; Patton, 1990). Interestingly, Walsh (2019:399) suggested that there is a paradigm war among researchers (Brady & Gilligan, 2018; Rapport & Braithwaite, 2018) because there appears to be no consensus about the classification and categorisation of paradigms. Babbie (2020:35) held the view that there are four classifications of paradigms namely positivism, post-positivism, interpretivism and pragmatism.

- **Positivism**

Positivism argues that the purpose of a research is to describe an occurrence that can be clearly observed and accurately measured (Saunders, Lewis & Thornhill, 2009:109; Sekaran & Bougie, 2013). Positivism is supported by the notion that new knowledge is gained from a positive interpretation of results. Positivist theorists utilise logical reasoning to come up with theories that can be tested by a research strategy. Positivism underlines that assumptions in research study follow traditional settings which are associated with quantitative data collection methods than qualitative methods (Creswell, 2014). Positivism paradigms also acknowledge the use of multiple research methods in collecting data to respond to issues identified in a phenomenon. Significantly, the positivism research paradigm describes deterministic research techniques where knowledge is reduced into small distinct sets to

allow effective testing, observation, and measurement of the truth that exists, and to finally verify the conceptual or theoretical frameworks adopted to guide the study (Creswell, 2014).

- **Interpretivism**

Interpretivism is also referred to as constructivism (Creswell, 2014; Mackenzie & Knipe, 2006; Wahyuni, 2012). The paradigm posits that the world is socially constructed (Sekaran & Bougie, 2013). Essentially, it looks at understanding the laws and how it is applied by people to the world they live and work by investigating what people think. Bunniss and Kelly (2010) & Creswell (2014) suggested that interpretivism is centred on drawing meaning from understanding people's life experiences. Creswell (2014) pointed out that the interpretivists paradigm relies on qualitative research methods to gain knowledge about reality. The major difference between interpretivism and positivism is that positivism claims that knowledge is gained through scientific techniques while interpretivists uphold that ideas are generated by people, which contradicts the notion that there is one method to produce meaning (Andrew, Pedersen & McEvoy, 2011). Therefore, interpretivists acknowledge the bond that exists between the researcher and study participants to achieve the intended results. However, interpretivism asserts that the knowledge, values, morals of the researcher may influence the study processes and the results. Therefore, interpretivism underlines that in-depth qualitative methods are recommended where results are viewed as conciliation and personal interpretation of the researcher (Saunders et al., 2009; Boksberger & Melsen, 2011). This study was firmly rooted in the mixed-methods research, hence pragmatism approach was adopted.

- Pragmatism

Pragmatism emerged from a paradigm war that resulted among researchers in their quest for the approach to be used among researchers in social science and scientific research. Pragmatists argued that the over-reliance on only one research paradigm could not be good enough (Alise & Teddlie, 2010; Biesta, 2010). The scholars suggested that a more differentiated worldview is needed to provide research methods most appropriate for exploring the phenomenon at hand. Because of the paradigm war (Patton, 1990; Tashakkori & Teddlie, 2003a, 2003b), there was a need for a paradigm that could offer an opportunity to adopt mixed methods as a pragmatic way of comprehending human behaviour, hence, the emergence of pragmatism as a paradigm. Gage (1989) posited that pragmatism emerged to end the paradigm war between positivists and interpretivists.

Saunders et al. (2009:109) argued that pragmatists assume that the "most dominant position (epistemology, ontology and axiology), which the researcher adopted depends on the research questions". This premise underscores the importance of pragmatism as a unique paradigm for collecting and analysing multiple data (Creswell & Plano, 2011; Morgan, 2007; Teddlie & Tashakkori, 2003). According to Morgan (2007), the pragmatic approach encourages researchers to adopt several techniques to focus much attention on shared meanings and to pursue joint action, as in this study. Pragmatism paradigm offers an alternative approach that integrates positivists and interpretivists paradigms into one research, thereby determining how quantitative and qualitative methods are used. It also helps to achieve reconciliation between objective and subjective realities.

Hair Jr, Page and Brunsveld (2019:183) noted that the pragmatic paradigm, as a research paradigm, accepts singular and multiple realities of the world. Ghauri, Grønhaug, and Strange (2020:78) emphasised that this research paradigm aims to solve practical problems in the real world. It focuses on the 'what' and 'how' of the research problem. It emphasises the research problem and uses different approaches to understand real-life situations. Pragmatism is both a pacifier between paradigms and breaking away from the grips of dominant paradigms.

According to Sekaran and Bougie (2019:30), scholars who subscribe to a pragmatic paradigm do not take a stand on what comprises excellent research. Pragmatists hold a view that research on subjective, objective and observable phenomena can provide useful knowledge depending on the research questions and objectives of the study. Sekaran and Bougie (2019:31) suggested that a pragmatic paradigm focuses on practical, applied research that comprises different views about the research and the subjects under investigation help solve a research problem. Sekaran and Bougie (2019:31) further stated that pragmatism views research as the art where theories and literature are generalisations of experiences. Pragmatic paradigm offers different assumptions; ideas and theories that help researchers understand the world around them. This paradigm views the current truth as tentative and changing.

There are various reasons for adopting pragmatism in this study. From the epistemological point of view, pragmatism helped the researcher provide the practical meaning of the impact of workplace discipline on organisational performance. Moreover, pragmatism was adopted because it offers different perceptions, ideologies, assumptions and approaches producing outstanding research outcomes. In addition, it clarifies the balance between deductive and inductive reasoning, which offers practical strategies to merge diverse paradigms.

Furthermore, pragmatism was adopted because it is very flexible, as such, allowing the use of multiple research designs to address the stated research questions.

4.6 Research approach adopted to investigate the phenomenon

There are two research approaches; inductive and the deductive approach (Saunders et al., 2009). The study integrated both methods to investigate the impact of workplace discipline on organisational performance empirically. A valid justification for adopting both approaches is that they provide advanced explanatory analysis of the link between two or more variables (Edmonds & Kennedy, 2012).

The deductive approach has its foundation in quantitative or scientific research. Laws serve as the basis for an explanation, allowing the anticipation of the research phenomenon, predicting the phenomenon's occurrence and permitting the researcher to control the phenomenon (Collis & Hussey, 2003). Scholars (Locke, 2007; Nola & Sankey, 2007) suggested that this approach concerns the shift from general to particular, beginning with a theory through the formulation of hypotheses, testing the hypotheses and reviewing them. It adopts rigorous scientific methods to gather and analyse numeric data. Then, the data is subjected to robust statistical analysis, which deductively contributes to the body of knowledge.

Ormerod (2009) held the view that the deductive approach is the most dominant approach to scientific research and advancing knowledge because it influences the research phenomenon. The deductive approach was adopted because it helps to identify the theory which underpins the study, testing its implications per its data set. Moreover, this approach was used since it offers the researcher an opportunity to begin from a theoretical base, which helps formulate the research hypotheses.

On the other hand, the inductive approach has its origin in the interpretive paradigm. It aims to obtain a feel of what is taking place to understand the phenomenon better (Saunders et al., 2009). Locke (2007) stated that this research approach concerns moving from the specific to the general. It is useful when the researcher intends to develop theories required in testing and refining other theories (Harriman, 2010).

The integration of both the deductive and the inductive approach into this study helped the researcher to understand the subject matter being investigated. The deductive and inductive approaches were combined to address the objective and subjective processes in developing

new knowledge of the research phenomenon. Additionally, the deductive and inductive approaches helped to collect and analyse both quantitative and qualitative data.

4.7 Research strategy

Research strategy represents the research methods adopted to gather data, thus drawing realistic deductions (Azika, 2008; Creswell, 2009). Various research strategies can be adopted in a study including descriptive, exploratory, explanatory, experimental, survey, cross sectional, longitudinal, case study, archival, action, and participatory research. However, as far as this is concerned, both descriptive and explanatory studies were conducted to explore the impact of workplace discipline on organisational performance. The rationale for adopting these research strategies is outlined in the sections below.

4.7.1 Descriptive study

Descriptive research is a type of research design that is used in quantitative studies. Descriptive research is conducted to describe the phenomenon under investigation. According to Bryman (2016:54), descriptive research seeks to discover facts or describe a phenomenon as they occur in its natural setting to gain an idea about the present status of the phenomenon.

Other quantitative researchers (Ghauri et al., 2020:65; Hair Jr, et al., 2019:183) asserted that descriptive research is usually overarching and involves collecting facts. Descriptive research seeks to describe reality accurately and uncover facts to gain a clear picture of the current situation. Bell et al. (2018:55) supported the above views that descriptive research aims to discover facts and describe phenomenon.

According to Sekaran and Bougie (2019:105-106), in descriptive studies, a researcher might find a relationship between two or more variables but not be able to explain this relationship because no explanation has yet been given. Babbie (2020:92) added that in descriptive research, there is no indication of determining cause-and-effect relationships but the aim is to describe events and situations and determine accurately what the real situation is about.

Bell et al. (2018:58) held a view that descriptive research enables the researcher to gain an in-depth profile that describes the characteristics of areas of interest in employees and the business. According to Babbie (2020:93), descriptive research seeks to enable the researcher to describe the phenomenon under investigation. It is used when the researcher wants to describe the characteristics of persons, events or situations. Using descriptive design helped

the researcher to describe the variables (workplace discipline and organisational performance) in the current study. In addition, this research design enabled the researcher to accurately describe the characteristics of the respondents in this study in terms of their age, gender, marital status, educational background, years of experience and type of employment. Having discussed the research design, the next section of this study focused on the research paradigms.

4.7.2 Exploratory study

Exploratory research is one of the main types of research design often used by qualitative researchers. According to Sekaran and Bougie (2019:97), exploratory research is a type of research design that generates more insights into a particular phenomenon and develops focused research questions to be investigated by extensive studies. Tobi and Kampen (2018:1212) explained that exploratory research design is often used in mixed methods research; however, it focuses more attention on qualitative research rather than quantitative research. An exploratory research design allows the researcher to test the feasibility of undertaking an extensive study and to generate focused research questions to be investigated (Bell, Bryman & Harley, 2018:45). According to Sekaran and Bougie (2019:99), exploratory research is deductive and qualitative.

According to Babbie (2020:93), exploration is conducted when very little is known about the research topic, variables or situation under investigation. In addition, exploratory research can also be conducted when some facts are known about the topic but more information is required to develop a concrete theoretical framework (Sekaran & Bougie, 2019:98). Therefore, in such cases, thorough primary research is required to provide a detailed understanding of the phenomenon and to evaluate its magnitude. In this study, the literature review regarding workplace discipline and organisational performance reveals that, arguably, very few studies have been conducted to examine the impact of workplace discipline on organisational performance in the South African context (Nduka, Okorie & Ikoro, 2019:8). Unfortunately, most of these studies have been conducted in other African countries like Nigeria, Zambia, Zimbabwe and Ghana despite the frequent occurrence of workplace discipline in the South African context (Nduka et al., 2019:9). In addition, these studies focused on social, banking and community services and there is limited research on chemical manufacturing services. Therefore, there is little information known regarding the relationship between workplace discipline and organisational performance in chemical organisations in the South African context.

The choice of exploratory research was more appropriate for this study because it allowed the researcher to conduct an in-depth investigation to establish the impact of workplace discipline on organisational performance in the chemical organisation in South Africa (Blaikie & Priest, 2019:18). The research design allowed the researcher to elicit the respondents' views regarding the matter under investigation through face-to-face interviews. It further enabled the researcher to collect rich data from the respondents through in-depth face-to-face interviews. Furthermore, the research design allowed the researcher to adopt a theoretical framework to explain the phenomenon of the impact of workplace discipline on organisational performance.

4.8 Research method

There are three main approaches to research namely qualitative, quantitative and mixed methods research (Booth, Colomb & Williams 2018; Sekaran & Bougie, 2019). Qualitative research is concerned with collecting rich information from various sources to understand the research participant's views, opinions, perspectives and attitudes regarding the matter under investigation (Nassaji, 2015). On the other hand, quantitative research aims to measure the phenomenon by collecting and analysing statistical data (Castellan, 2010; Tuli, 2011). Mixed methods use qualitative and quantitative techniques in a single research (Frels & Onwuegbuzie, 2013). Having defined and analysed the three methods of research, mixed methods was used to investigate the research phenomenon.

Research (Creswell, 2003; Creswell & Clark, 2017; Onwuegbuzie, Johnson & Collins, 2009; Morgan, 1998; Tashakkori, Teddlie & Teddlie, 1998; Teddlie & Tashakkori, 2003) suggested that mixed methods approach emerged as the third approach for collecting and analysing multiple data in one study. In addition, it integrates various results and draws inferences through qualitative and quantitative methods in one study. Other scholars (Ponterotto Jaya & Brigid, 2013; Teddlie & Tashakkori, 2009) also confirm that using mixed methods involves gathering and processing multiple data in a single study. The mixed methods approach has its origin in pragmatism, which offers a researcher an opportunity to address a specific research question using both qualitative and quantitative components.

Regnault, Willgoss, Barbic and International Society for Quality of Life Research (2018) held the view that mixed methods research addresses research questions from different perspectives. Moreover, it enhances the creation of a conceptual model and develops new research instruments to explain the results (Regnault et al., 2018). In addition, the mixed

methods approach, when properly conducted, allows the perspective strengths and weaknesses to complement one another. Research (Bryman, 2006; Creswell, 2009; Maxwell, 2010; Molina-Azorin, 2016) found that the mixed methods approach is flexible because it allows the researcher to integrate qualitative and quantitative methods in one study. Another significance of mixed methods is that it contributes to creating new knowledge and ensures the validity of the research, which could have been missed when relying solely on either the qualitative or quantitative method (Johnson & Christensen, 2019; Johnson, Onwuegbuzie & Turner, 2007).

Despite the value of mixed-methods approach such as the fact that it requires sufficient resources (Bowers, Cohen, Elliot, Grabowski, Fishman, Sharkey & Kemper, 2013), time (Halcomb & Andrew, 2009) and researchers with adequate skills and knowledge beyond purely quantitative and qualitative research (Halcomb & Andrew, 2009). Similarly, Regnault et al. (2018) argued that a critical issue in mixed methods research is the meta-inference where qualitative and quantitative strands connect. It is a requirement that this meta-inference should be clearly defined and the investigator should know the challenges of interpreting conflicting results. Furthermore, mixed methods research can raise practical issues because it requires additional resources and time to integrate the two sets of results (Creswell & Plano Clark, 2011; Regnault et al., 2018). Another disadvantage of conducting mixed methods is that it is difficult to merge different beliefs or philosophies (Greene, 2007). Notwithstanding these challenges, the value of the mixed methods approach in this current study cannot be underrated.

There are different types of mixed methods research but the concurrent mixed approach was utilized in this study. The quantitative and qualitative results were analysed independently but the interpretation of the results was brought together (Creswell & Plano Clark, 2017). This research method allows the researcher to integrate the results into meta-inferences after separating the quantitative and qualitative results (Tashakkori, Johnson & Teddlie, 2020). Using mixed methods approach offered more insight and understanding of the impact of workplace discipline on organisational performance that may be missed when relying on a single research method. This method also helped to ensure the validation of the findings. Also, in this study, mixed methods provided an understanding of contradictions between the qualitative and quantitative results.

4.9 Study location

The study was conducted at Sappi Saiccor, Umkomaas in KwaZulu-Natal, South Africa. South African Pulp and Paper Industries (SAPPI) Limited was founded in 1935. It is situated 50 km south of the port of Durban in the province of KwaZulu-Natal, South Africa and is one of the production facilities for Dissolving Wood Pulp and production facilities. The mill can produce approximately 800,000 tons of elemental chlorine free (ECF) dissolving wood pulp (DWP) per annum, mostly for the export market. Sappi Saiccor mill, Umkomaas, is the world's single largest manufacturing site for dissolving pulp. The Sappi Saiccor mill has played a key role in establishing Sappi as the global market leader in dissolving pulp. The population of Sappi Saiccor in Umkomaas is about 1200 employees employed directly.

4.10 Study population

Sekaran and Bougie (2019:238) defined a population as a group of people that share similar characteristics and that the researcher is interested in. Furthermore, Sekaran and Bougie (2019:239) added that all the members in a particular group comprise a population. Babbie (2020:66) further stated that population is the entire group of persons, events or things that the researcher wishes to investigate or study.

In this study, the respondents comprised employees (production, engineering, human resources and administrators), HR manager, head of departments (HODs), supervisors, operations managers and production managers from Sappi Saiccor, Umkomaas in KwaZulu-Natal. The number of population at Sappi Saiccor was approximately 1200 employees. Therefore, the population is represented by N, hence $N= 1200$.

4.11 Sampling strategies

Setia (2016) believed that once the research questions have been formulated and designs defined, it is essential to choose the appropriate sample. The method used by a researcher to select the sample is called sampling (Setia, 2016). According to Tracy (2019:78), sampling is the art of choosing a few individuals or a group of people from a larger defined population so that the data gathered from the chosen population will allow a valid judgment to be made. Furthermore, Gray (2019:133) asserted that sampling is selecting a relatively smaller group of people from a larger population to participate in the study to find something about the entire population or make generalisations about the entire population from which the sample was chosen.

A sampling strategy is usually employed to reduce the number of cases that should have been chosen for the study. There is consensus among scholars (Sarstedt, Bengart, Shaltoni & Lehmann, 2018; Taherdoost, 2016) that the main sampling strategies include probability and non-probability sampling. Since this study employed a mixed methods design to collect data, both probability and non-probability sampling techniques were used to relatively select respondents from a larger population.

4.11.1 Probability sampling technique
Sekaran and Bougie (2019:242) stated that probability sampling is often used in quantitative studies to select a large number of participants to participate in a study. Ghauri et al. (2020:112) stated that, in probability sampling, every element or individual in the population has an equal chance of being selected to take part in the study. Probability sampling techniques include cluster, stratified, systematic, simple random and area and double sampling. From the various probability sampling techniques, a stratified sampling technique was chosen in this study to select non-managerial employees. Stratified sampling technique is important in this study because it ensures that the different groups or segments of a population acquire sufficient representation.

Moreover, Cornesse, Blom, Dutwin, Krosnick, De Leeuw, Legleye and Struminskaya (2020) believe that probability sampling enhances the sample accuracy and offers a universal validity to the method of estimation. Other scholars (Battaglia, Dillman, Frankel, Harter, Buskirk, McPhee & Yancey, 2016) also agreed that probability sampling is suitably flexible. It is suggested that, in practice, an unbiased estimation cannot be assured as the response rate in probability surveys can be very low (Wisniowski et al., 2020). Another challenge associated with probability sampling is the need for large sample sizes for robust estimation, making it very difficult for the researcher to work from a small budget.

Probability sampling comprises various techniques such as systematic, stratified, cluster, multi-stage and area sampling. However, given the nature of the population, the stratified method was used to select respondents in the quantitative phase. A stratified method has to do with dividing or apportioning the universe into subgroups (strata) of the homogeneous population rather than the entire population and selecting the items from each stratum to generate the sample (Etikan & Bala, 2017). Stratified sampling is more useful in obtaining a representative of a good sample. According to Bhardwaj (2019), stratified sampling is subdivided into two namely, proportionate stratified random and non-proportionate stratified sampling. The former is used when each strata sample has the same sampling fraction whilst

the latter is employed when the strata sample has an unequal sampling fraction (Bhardwaj, 2019). This study has adopted the proportional stratified sampling given that each strata sample had an equal sampling fraction.

Through proportionate stratified sampling, the study population was first divided into subgroups (strata) and then decisions were made on which strata were to be included in the study. Stratified sampling was chosen because it gives more reliable and in-depth information about the sample. Additionally, stratified sampling was used because it provides better accuracy of the results than the rest of the probability sampling techniques. Moreover, stratified sampling was chosen in that it helps to establish a relationship between strata. Furthermore, stratified sampling was chosen because it helps to eliminate sample bias.

4.11.2 Non-probability sampling
A nonprobability sampling is one of the sampling methods that is used in qualitative studies. Rahi (2017:03) defined the nonprobability sampling method as a sampling technique that is not intended to select a representative sample from the population of the study. In the nonprobability sampling method, the elements of the population do not have an equal chance of being selected for the study. This type of sampling is convenient when the elements of a population cannot be individually identified or unknown. A nonprobability sampling includes snowball sampling, convenience sampling, purposive sampling and judgment sampling. For this study, purposive sampling was used to select appropriate participants. Purposive sampling is widely used in qualitative research to collect rich, in-depth data regarding a particular phenomenon of interest (Bryman, 2016:409). Purposive sampling is a nonprobability sampling method where respondents are selected based on a prior judgement about their relevance to participate in the study.

According to Booth et al. (2018:133), purposive sampling is a sampling technique where the researcher consciously decides who to include in the sample. In this regard, purposive sampling was used to select relevant managers and HR managers at Sappi Saiccor to participate in the study based on their experience and knowledge of workplace discipline and organisational performance. Purposive sampling was used to gather focused information from the above-mentioned respondents through interviews. Additionally, purposive sampling was chosen because it saves money and time.

There are two types of purposive sampling, namely judgment and quota sampling (Sekaran & Bougie, 2019:248). In this study, judgment sampling was used because the researcher

believes that these groups of people have more experience and knowledge of the phenomenon under investigation. For example, the respondents could provide the researcher with detailed information on the impact of workplace discipline on organisational performance. Therefore, involving HR personnel, HR managers and some more experienced employees allowed the researcher to gather rich data relating to the topic under investigation. Furthermore, purposive sampling allowed the researcher to investigate the respondents more deeply about implications of workplace discipline on organisational performance (Basias & Pollalis, 2018:96).

The researcher used the following strategies to recruit the respondents: firstly, the researcher obtained a list with the contact details of the respondents. This made it easier for the researcher to identify who is holding which position at the organisation. Secondly, the researcher proceeded to book appointments with them to finalise how the interviews will be conducted. Thirdly, in making appointments to conduct interviews, the researcher sought to find out from the respondents whether they have experienced disciplinary matters and what was their organisational performance like to enable the researcher to make an informed decision about who is suitable to participate in the study. These various responses enabled the researcher to conclude who to include in the study since he was interested in selecting only those with experience and/or knowledge regarding the phenomenon under investigation. Lastly, after deciding on the various participants to be included in the study, the researcher met them in their workplaces to conduct the study.

4.12 Determination of the sample size

According to DiGaetano (2013), samples are supposed to be drawn from the 'sample frame' instead of the total population. The sample frame for this study included administrative, human resources, production, engineering employees, production managers, operations managers, heads of departments and a HR manager. However, it is essential to consider the confidence level and the margin of error in determining the sample. In this study, the 95% confidence level was chosen, with the margin of error at 5%.

Based on the population of 1200, a sample size of 291 participants was selected to participate in the study (Saunders et al., 2009). The sample size was determined by using Sekaran and Bougie's (2019) population and sample size table. According to Sekaran and Bougie (2019:262), for a population of 1200 employees, the appropriate sample size used is 291.

Therefore, 291 participants were selected from Sappi Saiccor in Umkomaas to take part in the study. The sample size was represented as *S*, therefore, *S*= 291.

According to Devi (2017:12), "sampling design is an important tool as well as a flexible method of data collection in a research". Creswell and Poth (2016:159) noted the significance of sampling in large research, which involves large numbers of respondents. Sampling is crucial when the researcher is having difficulties studying the entire population or the whole universe that he or she desires to study. Creswell and Creswell (2017:246) further proposed that sampling allows the researcher to select a certain portion or sample from the entire population. A sample can also be referred to as a unit, subgroup or element of a larger population chosen to be part of the study to provide useful information about the phenomenon under investigation. A sample is also known as a portion of the entire population selected for a specific purpose in a study. Sekaran and Bougie (2019:261) defined a sample as a segment of the population, which is chosen to participate in a particular study.

However, Creswell and Poth (2017:163) also argued that samples are not drawn from the population but drawn from the sample frame. The sampling frame is defined by the author as the process whereby the researcher lists all the elements in the target population from which a sample is drawn to be part of the study. In this study, the sampling frame comprised managers and general employees.

With regards to qualitative study, 10 managerial employees (1 HR manager, 2 production managers, 2 operations managers, 3 heads of departments and 2 supervisors) were interviewed from Sappi Saiccor, Umkomaas. With quantitative study, 281 employees were assigned questionnaires and 10 managerial employees (HR manager, HoDs, operations managers, production managers, and supervisors) were interviewed. The formula for calculating sample size is presented as follows:

$$\frac{\frac{z^2 \times p\,(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p\,(1-p)}{e^2 N}\right)}$$

N = total population; *Z* = confidence level desired; *P* = estimated percentage of the population needed to be sampled and *E* = margin of error. Table 4.2 represents detailed information on the sample size at Sappi Saiccor, Umkomaas.

Table 4. 2 Distribution of the sample size at Sappi Saiccor, Umkomaas

Organisation	Quantitative Phase	Qualitative Phase
Sappi Saiccor	281	10

Certain criteria were employed to select the samples for the study. An essential inclusion criterion used was that the study was limited to administrative, human resources, production, engineering employees, production managers, operations managers, Heads of Departments and an HR manager. Moreover, the study included only those with over 2 years of working experience. Additionally, the qualitative research was limited to the participants who have expert knowledge and rich information on workplace discipline and organisational performance.

4.13 Data collection instruments

Before the collection of data, researchers or social scientists often start by considering various methods, which they can use to collect data. It is the nature of the study that determined the type of data collection methods that were used. According to Apuke (2017:05), interviews, observations and focus group discussions are the most commonly used methods of data collection in qualitative research whilst in quantitative research, questionnaires are the only data collection method. In the current study, self-administered questionnaires and personal interviews were the primary data collection instruments used to collect data.

4.13.1 Online questionnaire survey

Online questionnaire surveys are a popular data collection method used in academic or marketing research in various fields. According to Regmi, Waithaka, Paudyal, Simkhada and Van Teijlingen (2016:640), data collection through an online survey method appears to have the potential to collect large amounts of data effectively. An online survey is also significant when collecting data from hard-to-reach respondents. However, Sekaran and Bougie (2019) stated that the return rate of online questionnaires is typically low. A 30% response rate is acceptable. Evans and Mathur (2018:854) stated that with very low return rates, the researcher cannot establish the representativeness of the sample because those who respond to the survey may not represent the population they are supposed to represent. In addition, Sekaran and Bougie (2019) held the view that another disadvantage of online questionnaires is that the researcher cannot clarify any doubts the respondents might have.

Regmi et al. (2016:641) stated that online survey provides convenience in several ways, for example, respondents can answer the questionnaire at a time convenient to them, respondents can take as much time as they need to respond to the survey and respondents can complete the survey in multiple sessions. According to Evans and Mathur (2018:855), online questionnaires can only produce precise and valid responses if the layout of the questionnaire and its questions are precise, if they are executed properly and if questions are asked consistently across all respondents. Therefore, researchers must carefully give enough consideration when designing online surveys.

4.13.2 Self-administered questionnaires

Questionnaires are the main data collection instruments used in quantitative studies. Apuke (2017) defined a questionnaire as a sequence of research questions that are designed and administered to research participants to obtain information from them. According to Ragab and Arisha (2018), a questionnaire is a written document that is used by researchers to collect quantitative data from participants regarding their feelings, attitudes, knowledge and beliefs. There are different questionnaires but for this study, structured questionnaires (closed ended) were administered.

The researcher constructed the questions posed in the questionnaire in clear and simple terms and the biographical information of the respondents was also taken into consideration. The researcher sought guidance from other researchers in the design of the questionnaire to help eliminate misinterpretation, which might result in invalid findings. The questionnaires were constructed in English as it is the most commonly spoken language in these organisations. The researcher ensured that the length of the questions is formulated as recommended by Sekaran and Bougie (2019). According to Sekaran and Bougie (2019), a research question should not exceed twenty (20) words; hence, the researcher ensured short, simple and clear questions.

According to Ragab and Arisha (2018:03), structured questionnaires allow participants to make choices from a set of options provided by the researcher. Using this type of questionnaire in this study, respondents were given a 5-point Likert scale to indicate their level of agreement or disagreement with each question in the questionnaire. Structured questionnaires were administered to 281 respondents at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

The questionnaires were organised into seven (7) sections as follows: Section A contained questions on the biographical information of the respondents in terms of gender, age, nature of employment, educational background, marital status and the number of years working in this organisation. Section B contained questions about the impact that workplace discipline has on organisational performance. Section C contained questions on the impact of workplace discipline on employee relationships. Section D covered questions about the factors that are affecting workplace discipline respectively. Section E contained questions about the factors that enhance organisational performance. Section F covered questions about the impact of COVID-19 on organisational performance. Lastly, section G contained questions regarding the recommendations on how workplace discipline can improve organisational performance in chemical organisations.

Before questionnaires were administered, the researcher sent emails to HR personnel in the organisations listed above, informing them of the researcher's intention to conduct the study. Once permission was granted to conduct the study, the researcher recruited research assistants who helped in the distribution and the collection of the questionnaires. The researcher and his research assistants were introduced to the respective organisations about their mission to conduct the study. Meetings were scheduled with the HR personnel in each organisation to discuss how the study will be conducted, thereafter questionnaires were administered.

4.13.3 Interviews
In qualitative studies, interviews are the most commonly used methods of data collection. According to Bryman (2016:466), interviews have become the most reliable method of data collection in qualitative research. Yin (2017:263) noted that "an interview is a method of data collection whereby the interviewer probes the respondents or interviewees about certain questions about the topic under investigation". Face-to-face interviews were used by the researcher among other various qualitative methods of data collection because they allowed in-depth face-to-face discussion with the participants. Furthermore, they also enabled the researcher to clarify questions that needed an explanation unlike other instruments such as observations. Merriam and Grenier (2019:11) added that using interviews in qualitative research helped the researcher to ensure that there was good cooperation from the respondents.

Ghauri et al. (2020:118) stated that there are three types of interviews namely: structured, semi-structured and unstructured interviews. For this study, a structured interview format was

used. This type of interview format enabled the researcher to probe the participants using the same questions with the same wording and in the same sequence. The advantage associated with this type of interview is that it allowed the researcher to have control of the topic and the format of the interview because of the detailed schedule that the researcher prepared ahead of time. This type of interview also enabled easy data analysis, coding and data comparison. The researcher and his supervisor both constructed the interview guide and the researcher also consulted with experts during the construction of the interview schedule.

4.14 Data quality control

Azeroual and Abuosba (2019) held the view that data quality is of great importance in every research. It provides resilient, useful results and allows for an in-depth understanding of the research data. Azeroual and Abuosba (2019) described quality data as data that is error-free, complete, accurate and reliable. According to Wang and Strong (1996), data quality refers to fitness for use. There are different ways of determining data quality in research. Radhakrishna, Tobin, Brennan and Thomson (2012), in their conceptual model, identified eight (8) components of data quality namely validity, reliability, objectivity, integrity, generalisability, completeness, relevance and utility. However, in this study, reliability, validity and trustworthiness were used to determine the data quality. Reliability and validity were employed to measure the data quality in the quantitative research while with the qualitative study, the data quality was determined through trustworthiness.

4.14.1 Reliability and validity

Mohajan (2017) observed that reliability and validity are the most effective tools for evaluating research instruments. Kimberlin and Winterstein (2008) asserted that reliability and validity are prerequisites for enhancing the integrity and quality of the measurement tool. Tavakol and Dennick (2011) concurred that reliability and validity are the two most essential tools that enhance the measurement instrument's accuracy and evaluate the research work. Forza (2002) asserted that it is impossible to describe the effect of measurement errors on theoretical relationships if the reliability and validity of the research instruments cannot be determined.

i. **Reliability of the research instrument**

According to Mohajan (2017), reliability denotes the trust that can be placed in the data collected through the use of an instrument. Thus, reliability measures the degree to which the research instrument controls for random error. Lameck (2013) posited that reliability

measures the consistency of the research instrument when used repeatedly. For Chakrabartty (2013), reliability determines the character, precision, repeatability and trustworthiness of the research. The reliability of the questionnaire was determined using Cronbach's alpha coefficient. Traub and Rowkey (1991) suggested that the reliability score ranges from 0 to 1, with perfect reliability equaling 1 and no reliability equaling 0. Downing (2004) argued that reliability scores between 0.70 and 0.80 may be acceptable. Similarly, Sekaran and Bougie (2016) believed that a reliability score of 0.70 should be acceptable whereas a score below 0.70 should be rejected. In this study, the reliability scores from 0.70 and above were considered significant, hence acceptable.

ii. Validity of the research instrument

Lameck (2013) argued that validity occurs when a test assesses what it measures. Other authors (Pallant, 2011; Robson, 2011) agreed that validity concerns whether the research instrument evaluates what it was supposed to measure. It establishes whether the findings that emerged from the study comply with the scientific research method's requirements. Oliver (2010) alleged that validity is a compulsory requirement for all research, primarily scientific studies. There are different ways of determining the validity of research instruments in qualitative studies including content, face, construct and criterion-related validity. These types of validity are classified as either internal or external validity. The former determines whether research findings can be replicated (Willis, 2007). The latter indicates whether the results of the study can be transferred to other settings.

The study employed internal validity, which consists of content and construct validity. Moreover, content validity was applied in this study, which measures the degree to which the research instrument covers the content it is supposed to measure (Yaghmaei, 2003). Content validity instils confidence in the readers concerning the research findings. Content validity was used to validate the research instrument. Factor analysis was computed on all the items to determine their validity. Factor analysis is a multivariate statistical tool that reduces many variables into a smaller set of variables (Morgan, Barrett & Leech, 2011; Thompson, 2004).

4.14.2 Trustworthiness

The most widely used criterion for measuring data quality in qualitative research is trustworthiness (Lincoln & Guba, 1985). Trustworthiness determines the extent to which the results of the study can be trusted (Lincoln & Guba, 1985). According to Neundorf (2002) & Schreier (2012), there are four criteria for assessing trustworthiness: credibility, dependability, confirmability and transferability.

i.   Credibility

Lincoln and Guba (1985) & Polit and Beck (2012) claimed that credibility is also known as internal validity in quantitative research and concerns truth-value aspects. The credibility of the qualitative data was determined through the following means: prolonged engagement with the participants, peer debriefing and triangulation. Lincoln and Guba (1985) argued that prolonged engagement is a credibility criterion that helps the researcher to test for misinformation and to build trust. Using this approach, the researcher obtained adequately relevant and rich information from the participants and building trust during the interview sessions. Peer debriefing is a common method of establishing the credibility of qualitative data, in which the researcher discusses the investigation with peers (Lincoln & Guba, 1985).

The transcribed qualitative data were discussed with peer de-briefers who knew the subject matter and research methodology. The peer de-briefers were encouraged to be empathic when providing feedback on the research. The debriefing sessions were documented to serve as a reference for the investigator and to assist with the audit trail. Peer debriefing, as a credibility criterion, was used because it helps in the observations and interpretations of the data. Moreover, peer debriefing was used given that it helps to maintain the integrity of the data. It allows the debriefing to provide a critical perspective on interpreting the results as well as to offer alternative interpretations of the data.

Lincoln and Guba (1985) explained triangulation as a credibility criterion that allows an investigator to view an event from multiple perspectives. There are different categorisations of triangulation including triangulation by the use of multiple data methods, investigators and theories. The study utilised multiple data and methods of triangulation. Such enabled the researcher to use the qualitative and quantitative methods to compensate for the limitations in the quantitative approach. The questionnaire and interviews were used as the data collection tools to complement the qualitative results by the quantitative results (Lincoln & Guba, 1985). Moreover, theoretical triangulation was conducted, which allowed the use of multiple perspectives and frameworks in exploring the impact of workplace discipline on organisational performance.

ii.   Transferability

Transferability is also a form of external validity, which concerns the extent to which the research findings can be transferred to other contexts with different participants (Lincoln & Guba, 1985). The transferability of the research findings was achieved through the thick

description. Holloway (1997) & Schwandt (2001) argued that, although there is widespread use and acceptance of the concept 'thick description', there seems to be some confusion concerning its meaning. According to Ryle (1971), thick description involves assigning intentionally to one's behaviour. Denzin (1989) pointed that thick description provides adequate detail, context, emotion and a web of social relationships that join people to one another. The study adequately described the researcher, research methods, context of the research, research processes, research participants and researcher-participants' relationship to determine transferability.

iii. Confirmability

According to Lincoln and Guba (1985), confirmability measures how other researchers could confirm the research findings. Confirmability was measured through triangulation and an audit trail. Concerning the triangulation, data were collected using qualitative and quantitative research instruments. Also, multiple perspectives and frameworks were utilised to explore the impact of workplace discipline on organisational performance. Furthermore, mixed-methods research was conducted to enhance the confirmability of the research findings. In terms of the audit trail, the study described the research steps that were followed during the initial stage of the research by developing and reporting the research findings.

iv. Dependability

Dependability relates more to reliability. Dependability relates to the stability or consistency of the results over time (Lincoln & Guba, 1985; Thomas & Magilvy, 2011). The dependability of the research findings was determined through an audit trail and peer review. As already explained, the study vividly described the research steps that were followed during the initial stage of the research through the development and reportage of the research findings.

4.15 Pilot study

A pilot study is a mini-research exercise that evaluates the suitability of the research processes, methods and instruments before the full study (Kim, 2011). The self-constructed research instruments were pre-tested before the study. The pilot study was conducted at Sappi Saiccor between 25 February 2021 and 27 February 2021. The questionnaires were administered to 5 respondents who were exempted from the actual research. Cronbach's alpha coefficient and factor analysis were used to test the reliability and validity of the questionnaire.

In the qualitative study, the self-developed interview grid was discussed with the research supervisor before the data collection. Moreover, the interview grid was given to two (2) HOD's at Sappi Saiccor, Umkomaas for review and comments. This process occurred from February 2021 to March 2021. The research supervisor and the pilot study respondents gave their expert opinions regarding some of the required review questions. For example, questions that began with 'Can you' and 'Please' were revised and replaced with formal language.

4.16 Measurement scale

The Likert scale is a set of statements that allows the respondents in a research project to indicate the level of their agreement or disagreement with a statement on a metric scale, using options of either strongly agree, agree, neutral, disagree or strongly disagree (Likert, 1932). This study has adopted the five point Likert scale on the weight-scoring: strongly agree (SA) = 5; agree (A) = 4; neither agree nor disagree (NA/DA) = 3; disagree (D) = 2 and strongly disagree (SD) = 1. One benefit of using this scale is that it easily quantifies the response and is subjected to statistical analysis. Another unique benefit of this scale is that it is easy for the response to be coded when accumulating the data.

4.17 Data analysis

Data analysis represents an important stage in research and involves the systematic process of using statistical and/or local techniques to describe and illustrate the data. For Marshall and Rossman (1999:150), data analysis represents the process of "bringing order, structure and meaning to the mass of collected data". Data analysis and interpretation represent the use of deductive and inductive logic in the research. Shepard (2002) advocated that accurate and appropriate analysis of research findings is an important component in determining data integrity. However, improper analysis of data distorts the scientific results, misleads readers and negatively affects the publication perception of the entire research. The purpose of the data analysis is to offer the readers more insight into the research findings. Albers (2017) observed that the principal goal of data analysis is to display the patterns, trends and relationships of the study's contextual issues. There are different approaches to data analysis but since the study adopted the mixed methods approach, the analysis was achieved in two phases. The quantitative data were first analysed followed by the qualitative data analysis.

4.17.1 Quantitative data analysis

There are different statistical techniques for analysing quantitative data. However, in this study, the quantitative data were analysed using SPSS (version 27.0) respectively. The SPSS is the most common and widely used statistical tool for the quantitative research method. It performs the comparison and correlational statistical tests in the univariate, bivariate and multivariate analysis for parametric and non-parametric statistical techniques (Ong & Putch, 2017). The SPSS was used to compute descriptive (frequency, mean and standard deviation) and inferential statistics (Pearson's correlation, Post Hoc Scheffe's Test, independent t-test, multiple regression analysis, sample t-test, analysis of variance – ANOVA).

i.   **Frequency**

Frequencies are a descriptive statistic technique used with discrete variables (Larson, 2006). Frequency tables were used to display the number of occurrences and their respective percentages of different data-set sections. The tables were employed to describe the demographic characteristics and the results of the study. The frequency was used to determine where the improvement lies in terms of each construct in the study.

ii.   **Mean**

According to Larson (2006) & Wilson (2010), the mean represents a simple arithmetic average of all values. Mathematically, it is the summation of each observation divided by all the observations. The SPSS was used to determine the mean scores for the various constructs in the data set. The mean scores helped to determine the inter-item consistency of the various constructs that formed part of the study. Using the scale of 1-5, a mean score value of 3.00 and above was considered significant, hence acceptable. However, a mean score below 3.00 was considered insignificant.

iii.   **Standard deviation**

Standard deviation (SD) describes the degree to which the data value for the construct is spread around the mean value (Saunders et al., 2009). The standard deviation is used to measure dispersion, which is the square root of the variance that describes the range of variability in the data set (Sekaran & Bougie, 2016).

$$\alpha = \frac{\sqrt{\Sigma f (X - X)2}}{\Sigma f}$$

Where:

α = standard deviation;

X = mid-point of each data class;

f = frequency of each class;

$\sqrt{}$ = square root; and

Σ = summation.

The SD was computed on the independent, mediating and dependent variables in the study. The mean score of the variable was accompanied by the SD in the description of the study sample. The SD provides the dispersion of individual observations concerning the mean.

iv. Pearson's product-moment correlation

Pearson's correlation is a type of inferential statistic, which determines the bivariate relationship between two targeted variables (Pallant, 2015; Padilla & Veprinsky, 2014). Moreover, Allen (2017) confirmed that Pearson's correlation coefficient determines the association between two variables and the extent to which the variables coincide with one another. This statistical tool was used to determine the direction (negative or positive) and the strength of a link between the latent variables investigated in the study. The Pearson's correlation was computed to determine the relationship between all the dimensions (impact of workplace discipline on organisational performance, impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, impact of COVID-19 on organisational performance and recommendations on how workplace discipline can improve organisational performance) respectively, at the 1% level of significance.

v. Multiple regression

Multiple regression is a commonly used statistical technique for analysing data that has multiple independent variables. Multiple regression is a multivariate inferential statistical technique that determines the relationships between a set of independent variables and the dependent variable (Kumari & Yadav, 2018). Multiple regression enables the researchers to determine the strength of the relationship between an outcome and various predictor variables (Petchko, 2018). This parametric statistical tool was employed to predict the impact of workplace discipline on organisational performance.

vi.   Analysis of variance (ANOVA)

ANOVA measures the differences between more than two comparison groups of a continuous targeted variable (Bluman, 2012; Kim, 2015). This statistical technique was employed to determine the influence of the demographic variables such as age, race, educational qualification, the position currently occupied, tenure and employment status on the impact of workplace discipline on organisational performance, the impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, the impact of COVID-19 on organisational performance and recommendations on how workplace discipline can improve organisational performance respectively.

vii.   Post Hoc Scheffe's Test

Post Hoc Scheffe's Test determines specific differences between the means of three or more groups when the ANOVA F test is significant (Allen, 2017). However, a Post Hoc test is not required if the overall F test is non-significant. The Post Hoc Scheffe's test helped identify those specific differences and calculate the significant omnibus F test. It was used to assess where the differences lie in terms of the influence of the demographic variables on the latent variables.

viii.   Independent t-test

The independent t-test measures the significant differences between two sets of groups in a continuous variable (Field, 2009; Kim, 2015). The study employed a one-sample t-test to determine the influence of gender (male and female) on all the dimensions (the impact of workplace discipline on organisational performance, the impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, the impact of COVID-19 on organisational performance and recommendations on how workplace discipline can improve organisational performance respectively.

4.17.2 Qualitative data analysis

Watkins (2017) suggested that although qualitative data were used to advance research and practice, the daunting task is attempting to analyse the data rapidly and rigorously. Nazmy (2016) contended that the use of qualitative techniques has become very common over the last few decades among qualitative scholars. However, the use of qualitative techniques depends on the concept and the objectives and the type of information required to achieve the research objectives. Creswell (2007) described qualitative research as an approach whereby

the research problem is addressed in its natural setting. Ravindran (2019) pointed out that qualitative data analysis can take the form of both a deductive and an inductive approach. In the former, an attempt is made to establish causal relationships (Ravindran, 2019). Although this approach to data analysis has its roots in quantitative research, it can be employed in a qualitative study as a deductive explanatory process.

A deductive approach is applied in qualitative research if the interest is on an aspect of the phenomenon and when the research question is focused. The deductive approach in qualitative research permits the investigator to be at a descriptive level where the research findings are closer to the participant's accounts (Ravindran, 2019). The latter is also an approach that involves asking questions of the in-depth and vast data that were obtained from diverse sources concerning the subject (Ravindran, 2019).

Although the deductive and inductive processes can be combined in a single study, the study only employed the inductive process to assist in the analysis of the qualitative data. The inductive process was adopted because it allows research questions to be more explorative and overarching to understand the subject under investigation. Moreover, the inductive analysis process was chosen because it encourages researchers to rise above the mere description of participant's experiences to interpretive conceptualisation and abstraction.

The analysis and interpretation of qualitative data depend on the theoretical approach adopted by the researcher. Various software packages such as NVivo, NUD*IST and QualPro have emerged in recent times to assist in qualitative data analysis. These software packages are more efficient for times when qualitative researchers want to keep and analyse data. Hammersley and Atkinson (1995) advocated for the continuous use of manual techniques of qualitative data analysis. Moreover, Hammersley and Atkinson (1995) argued that these software packages do not offer 'automatic' solutions to representation and inherent challenges in qualitative data analysis.

Despite the opposing views, the study utilised NVivo (version 12.0) to analyse the qualitative data. This version is the improved and expanded version of the NUD*IST (Adongo, Tabong, Azongo, Phillips, Sheff, Stone & Tapsoba, 2014). The NVivo helped to analyse and organise unstructured texts and audio-recordings from the interviews. There are two ways of analysing qualitative data including thematic and content analysis. Thematic analysis was employed to identify, analyse and report patterns in the data set (Braun & Clarke, 2006). The study adopted the six steps proposed by Braun and Clarke (2006), which are discussed as follows:

i. Data familiarisation

Data familiarisation is the initial stage in thematic analysis (Braun & Clarke, 2006). At this stage, the researcher was immersed in the data content of the data set, becoming acquainted with it in depth and breadth. Immersion involves 'repeated reading' of the data and actively reading the data. The researcher engaged actively in the repeated reading of the data to search for meaning and patterns. The transcript was read several times before coding. Moreover, notes were taken at this stage of the process to assist in the coding process. The coding was developed and defined throughout the entire analysis.

ii. Generating codes

The second stage of the thematic analysis (generating the initial codes) begins after the familiarisation of data (Braun & Clarke, 2006). This stage of the thematic process involves the production of the initial codes from the data set. Boyatzis (1998) explained that codes determine the characteristics of the data set that seem interesting to the analyst and refer to the most basic segment of the raw data on the phenomenon that can be evaluated meaningfully. Data coding involves analysing qualitative text data by taking them apart to determine whether they "yield before putting the data back together in a meaningful way" (Creswell, 2015:156). According to Creswell (2012), data coding represents fragmenting and grouping text that emerged from the data to form explanations and comprehensive themes. Sutton and Austin (2015) advocated that having transcribed and checked the interview data, it is important to start the coding process. This step has to do with generating and searching for codes from the data set. At this stage, codes were generated, which focused on specific aspects of the data set. The ideas about how the data should be organised were developed at this stage. Important elements of the text were identified and labeled, indexing them since they relate to the data themes.

Moreover, exciting items were identified, which formed the themes across the data set. The codes which emerged from the data set were given explicit boundaries to ensure that they were not interchangeable. A consistent approach was used to analyse and categorise the data into themes to reflect the phenomenon of interest. A provisional template was created to help structure the data set into main and sub-themes.

iii. Searching for themes

The thematic analysis phase commences after the data has been coded and collated (Braun & Clarke, 2006; DeSantis & Ugarriza, 2000). This phase of the thematic process involves

sorting the different codes into potential themes and collating the relevant coded data extracts within the identified themes. At this stage, themes were generated from the data set and the theory which underpinned the study. In searching for the themes, several predefined codes were first identified to guide the data analysis. The themes relevant to the study were identified to build an understanding of the phenomenon under investigation. Mind-maps were used as the visual representation to help sort the different codes into themes. Some codes were classified as main themes whereas others were categorised as sub-themes. Moreover, a set of codes that did not belong anywhere was created and named 'miscellaneous themes'.

iv.   Review of themes

This phase involves reviewing themes that were identified in the data set (Braun & Clarke, 2006). The coded data extracts for all the themes were reviewed to assess their coherent patterns. Moreover, the individual themes were examined to decide whether they are a true reflection of the meanings obtained from the data set as a whole. Also, the study ensured that each theme identified was supported with data. Some themes were collapsed into one another while others were placed in separate themes. Furthermore, the data were reduced to a manageable set of relevant themes that succinctly summarised the text.

v.   Definition of themes

This phase involves describing the themes that emerged from the data set (Braun & Clarke, 2006). A detailed analysis was conducted to identify the story that each theme tells. Moreover, names were assigned to all the themes to enable readers to make sense of the themes. Also, careful consideration was given to ensure that the themes fit into respective stories according to the data set based on the research questions. Additionally, some of the themes were modified and refined to ensure that they corresponded with the research questions and objectives. External experts, who have adequate knowledge of qualitative data analysis and research, were consulted to help establish whether the themes were sufficiently clear and comprehensive. The data were subjected to peer debriefing to assist in the audit trail and to guide methodological decisions.

vi.   Write-up

This phase involves producing the actual report (Braun & Clarke, 2006). The writing up offers a concise, logical and interesting account of the data within and across various themes. Thorne (2000) suggested that investigators communicate the analytical processes through which the results were obtained in a manner accessible to critical readers so that the data can

be accepted as credible and believable. At this stage, trustworthiness notes and audit trail notes were kept, easing the reporting process. Moreover, direct quotes from the participants were included in the write-up, to achieve an adequate layout of specific findings and to display the prevalent themes. Additionally, more passages of quotes were used to support the themes which emerged from the data set, providing readers with more insight into the original text.

4.18 Ethical considerations

The research protocol (HSSREC/00002213/2020) was approved by the UKZN Humanities and Social Sciences Research Ethics Committee. Ethical considerations addressed in this research included a written consent form, confidentiality/privacy, anonymity and bias. Regarding the informed consent, written permission was obtained from Sappi Saiccor and the participants. A written informed consent form was attached to the research instruments that contained important information such as research methods, procedures for the investigation, categories of the participants and benefits derived from the study. The participants were requested to sign the online form indicating their acceptance. Concerning the confidentiality principle, the transcribed data were stored on a CD ROM and kept in a secure place to prevent unauthorised access. Moreover, the participants were assured that the information elicited would be used solely for its intended purposes. They were also assured of the confidentiality clause.

Regarding anonymity, the respondents' names were replaced by pseudonyms in the research and future publication, guarding their personal information. Every necessary step was taken to ensure that participants' identities were not disclosed to third parties. Also, bias was eliminated by giving every element within the population the same opportunity to be included in the study. Moreover, the research involves no incentives that influence the participants and respondents to participate in the study.

4.19 Limitations of the study

The following are the limitations that the researcher encountered during the study. The major limitation of the study was the low response rate. Some of the respondents were unwilling to participate in the study for fear that the information they provide would be released to their management or other interested parties and that this might affect the employment relationship or their employment in the institution. Time was also another limiting factor in this study.

This study was supposed to be completed within three years, which required much attention and energy from the researcher. Another limitation in this study was the cost incurred in terms of travelling to collect data. Apart from this, the researcher incurred other costs such as printing expenses, fuel expenses and allowances to compensate research assistants.

4.20 Chapter summary

The pragmatic approach was used to collect and analyse multiple data on the research phenomenon. Moreover, deductive and inductive approaches were combined to provide an in-depth understanding of the research phenomenon. Descriptive and exploratory studies were conducted to accurately describe and provide more insight into the nature of the research phenomenon. Mixed methods research was conducted to address the research objectives from multiple perspectives. Stratified and purposive sampling techniques were used to select the respondents and participants. Data quality was determined through reliability, validity and trustworthiness. Data were collected through questionnaires and interviews. The quantitative data were analysed using SPSS while qualitative data were analysed using NVivo. The next chapter presents the results of the quantitative study.

Chapter five

Presentation and analysis of Quantitative results

5.1 Introduction

This chapter presents the quantitative data that were obtained from the respondents. A total of 281 questionnaires were administered to the respondents. Of that total, data were actually collected from 212 respondents, representing a 72.9% active response rate. However, 27.1% represents the non-response rate. The data were then coded in Excel and later exported into the SPSS (versions 27.0). The presentation and analysis of the results were done as per the stated research objectives. The chapter presented the socio-demographics of the respondents followed by the results of the impact of workplace discipline on organisational performance. The chapter proceeded with the presentation of the results of the impact of workplace discipline on employee relationships. It further presented the results on the factors that affect workplace discipline. In addition, the chapter presented the results on the factors that affect organisational performance. It proceeded to look at the impact of COVID-19 on organisational performance. The chapter concluded by presenting the results based on the recommendations on how workplace discipline can improve organisational performance. The research objectives that guided quantitative data analysis are as follows:

- To investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

- To establish the impact of workplace discipline on employee relationships at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

- To identify the factors that affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

- To examine the factors that can enhance organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

- To determine the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

- To make recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

5.2 Response rate

Although 281 respondents were selected to take part in quantitative study, only 212 completed the online questionnaire. The remaining 69 respondents could not take part in the survey. Table 5.1 below shows the active and non-response rate of the respondents.

Table 5. 1: **Response rate**

Total sample	281	100%
Active response	212	72.9%
Non-response	69	27.1%

Table 5.1 shows that 212 respondents represented 72.9% response rate whereas 69 respondents represented a 27.1% non-response rate. The next section of the chapter presents the demographic characteristics of the sample.

5.3 Demographic characteristics of the sample

Table 5.2 presents the demographic information of the respondents about their gender, age, marital status, position held and the nature of employment status, education background and the number of years working in this organisation. The demographic characteristics of the sample are presented in the table below.

Table 5. 2 Demographic information of the respondents

Biographical Characteristics	Category of Demographic Characteristics	Frequency	Percentage
Gender	Males	140	66
	Females	72	34
Age	18-30 years	20	9.4
	31-40 years	73	34.4
	41-50 years	78	36.8
	51-60 years	37	17.5
	61 years and above	4	1.9
Marital status	Single	67	31.6
	Married	113	53.3
	Divorced/Separated	28	13.2
	Widowed	4	1.9
Positions	Administrative staff	28	13.2
	Human Resources	25	11.8
	Production	67	31.6
	Engineering	73	34.4
	Other: specify	19	9.0
Employment status	Permanent	186	87.7
	Temporary	10	4.7
	Contracted	16	7.5
Educational qualification	Matric or below	10	4.7
	National diploma	61	28.8
	University degree	62	29.2
	Post-grad qualification	60	28.3
	Master's degree	19	9.0
	Ph.D.	0.0	0.0
Tenure	Up to 5 years	61	28.8
	6-10 years	66	31.1
	11-15 years	36	17.0
	16-20 years	17	8.0
	21 years and above	32	15.1

From Table 5.2 above, males comprised 66% of the sample with the remaining 34% being females. With regards to age, only 9.4% were between the ages 18-30 years, 34.4% were between the ages 31-40 years, about 36.8% were between the ages 41-50 years, 17.5% were between the ages 51-60 years and the remaining 1.9% of the respondents were between the ages 61 years and above respectively. Approximately 31.6% of the respondents were single,

about 53.3% of the respondents were married; only 13.2% were divorced/separated and the remaining 1.9% of the respondents were widowed.

Furthermore, only 13.2% of the respondents were administrative staff, about 11.8% worked at human resource department, 31.6% of the respondents belonged to the production department; approximately 34.4% belonged to the engineering department and the remaining 9% of the respondents belonged to other departments not listed in the survey. About 87.7% of the respondents were permanent, a further 4.7% were temporary and the remaining 7.5% of the respondents worked on a contract basis. Approximately, 4.7% of the respondents had matric, 28.8% had a national diploma, about 29.2% had a university degree and the remaining 9% of the respondents had a master's degree. Finally, approximately 28.8% of the respondents worked up to 5 years, 31.1% worked between 6-10 years, 17% worked between 11-15 years, 8% worked between 16-20 years and the remaining 15.1% of the respondents worked 21 years and above.

5.4 Validity of the research instrument: Factor Analysis

The validity of the self-developed research instrument was evaluated using Factor Analysis (Table 5.3). In extracting the factors, only items with loadings >0.4 were considered significant. Furthermore, if an item loaded significantly on more than 1 factor, only that with the highest loading was considered (Table 5.3).

Table 5. 3: **Validity of the research instrument**

Item	Component					
	1	2	3	4	5	6
WDOP1	0.565	0.406	0.169	0.140	0.105	0.048
WDOP2	0.287	0.522	0.134	0.184	0.039	0.340
WDOP3	0.511	0.569	0.020	0.142	0.050	0.021
WDOP4	0.187	0.284	0.072	-0.310	-0.062	0.590
WDOP5	0.723	0.249	0.104	0.103	0.000	0.096
WDOP6	0.216	0.328	0.148	-0.134	-0.007	0.432
WDOP7	0.604	-0.016	0.100	0.298	-0.393	0.001
WDOP8	0.560	0.044	0.270	0.356	-0.239	-0.104
WDER1	0.172	0.241	-0.096	-0.104	0.196	0.599

WDER2	0.763	0.148	0.176	0.057	0.229	0.131
WDER3	0.741	0.250	0.199	0.034	0.261	0.168
WDER4	-0.267	0.197	0.076	0.094	0.083	0.554
WDER5	0.565	0.086	0.324	0.027	0.329	0.235
WDER6	0.602	0.066	0.174	0.192	0.355	0.181
WD1	0.301	0.446	0.196	0.207	0.219	0.343
WD2	0.059	0.734	0.215	0.082	0.222	0.193
WD3	0.251	0.582	0.323	0.095	0.166	0.176
WD4	0.293	0.472	0.371	0.223	0.292	0.005
WD5	0.445	0.385	0.328	-0.135	0.410	0.183
WD6	0.163	0.644	0.200	0.207	0.222	0.198
WD7	0.259	0.511	0.351	0.342	0.202	0.094
WD8	0.092	0.731	0.205	0.070	0.212	0.144
WD9	0.373	0.273	0.375	-0.023	0.350	0.280
WD10	0.289	0.441	0.294	0.050	0.326	0.196
OP1	-0.005	0.218	-0.030	0.643	0.311	-0.234
OP2	0.057	0.156	0.009	0.456	0.526	-0.177
OP3	0.183	0.254	0.390	0.200	0.487	0.049
OP4	0.012	0.189	-0.031	0.188	0.592	0.078
OP5	0.268	0.113	0.317	0.229	0.574	0.131
OP6	0.148	0.134	0.259	0.184	0.667	0.040
OP7	0.312	0.076	0.215	0.482	0.309	0.009
OP8	0.036	0.185	0.202	0.047	0.651	0.159
OP9	-0.180	0.461	0.135	0.305	0.366	0.133
OP10	0.124	0.015	0.295	0.576	0.152	0.081
OP11	0.200	-0.030	0.069	0.206	0.041	0.649
OP12	0.087	0.132	0.259	0.466	0.159	0.435
OP13	0.125	0.029	0.309	0.550	0.171	0.208
COVID-1	0.036	0.330	0.097	0.717	-0.013	-0.120
COVID-2	0.319	-0.048	-0.024	0.558	0.215	0.097
COVID-3	0.030	0.256	0.099	0.691	0.069	0.141

COVID-4	0.123	0.139	0.257	0.248	0.190	0.252
COVID-5	0.136	-0.045	0.421	0.495	-0.075	-0.081
REC1	0.111	0.353	0.633	0.404	0.009	-0.081
REC2	0.266	0.373	0.641	0.232	0.156	-0.020
REC3	0.278	0.266	0.689	0.221	0.170	-0.042
REC4	0.235	0.246	0.733	0.097	0.171	0.051
REC5	0.156	0.135	0.728	0.091	0.151	0.217
REC6	0.043	0.178	0.751	0.111	0.152	0.192
Eigenvalue	**15.66**	**3.50**	**2.84**	**1.92**	**1.86**	**1.58**
% of Variance	**32.61**	**7.30**	**5.91**	**4.01**	**3.87**	**3.28**

Extraction Method: Principal Component Analysis

Rotation Method: Promax with Kaizer Normalisation

As reflected in Table 5.3, 10 items loaded significantly on Factor 1 and account for 32.61% of the total variance with the eigenvalue of 15.66. Out of the total, 5 items relate to the impact of workplace discipline on organisational performance, 4 items relate to impact of workplace discipline on employee relationships, 1 item relates to the factors affecting workplace discipline, 0 items relate to factors that enhance organisational performance, 0 items relate to impact of COVID-19 on organisational performance and 0 items relate to recommendations on how workplace discipline can improve organisational performance. Since most of the items relate to the *impact of workplace discipline on organisational performance*, Factor 1 can be named as such.

Furthermore, 12 items loaded significantly on Factor 2 and account for 7.30% of the total variance with the eigenvalue of 3.50. Out of the total, 3 items relate to the impact of workplace discipline on organisational performance. 8 items relate to the factors that affect workplace discipline and 1 item relates to the factors that can enhance organisational performance. Since most of the items relate to *factors that affect workplace discipline*, Factor 2 can be named as such.

Table 5.3 also reflects 7 items loaded significantly on Factor 3 and accounts for 5.91% of the total variance and has eigenvalue of 2.84. Out of this total, 1 item relates to the impact of

COVID-19 on organisational performance and 6 items relate to the recommendations on how workplace discipline can improve organisational performance. These items relate to the recommendations on how workplace discipline can improve organisational performance, therefore, Factor 3 can be named as the recommendations on how workplace discipline can improve organisational performance.

In addition, Table 5.3 reflects 11 items loaded significantly on Factor 4 and account for 4.01% of the total variance. Out of this total, 6 items relate to the factors that can enhance organisational performance respectively. Furthermore, 4 items relate to the impact of COVID-19 on organisational performance and 1 item relates to the recommendations on how workplace discipline can improve organisational performance. Since most of the items relate to the *factors that can enhance organisational performance,* Factor 4 can be named as such.

As shown in Table 5.3, 7 items loaded significantly on Factor 5 and account for 3.87% of the total variance. Out of this total, 1 item relates to the factors affecting workplace discipline and 6 items relate to the factors that can enhance organisational performance. Since most of the items relate to the *factors that can enhance organisational performance*, Factor 5 can also be named as such.

Lastly, Table 5.3 reflects 6 items loaded significantly on Factor 6 and account for 3.28% of the total variance with eigenvalue of 1.58. Out of this total, 2 items relate to the impact of workplace discipline on organisational performance, 2 items relate to the impact of workplace discipline on employee relationships and 2 items relate to the factors that can enhance organisational performance respectively.

5.5 Reliability

The reliability of the measuring instrument was evaluated using Cronbach's Coefficient Alpha (Table 5.4).

Table 5. 4: Reliability of the measuring instrument: Cronbach's Coefficient Alpha

Dimension	Number of items	Cronbach's Alpha
Impact of work discipline	8	0.783
Employee relationships	6	0.736
Factors affecting discipline	10	0.912
Organisational performance	13	0.849
COVID-19	5	0.719
Recommendations	6	0.904
All dimensions	**48**	**0.951**

Table 5.4 indicates that the questionnaire used for the study is very highly reliable and has a very high level of inter-item consistency (α = 0.951) evidently, the instrument measuring the impact of workplace discipline on organisational performance (α = 0.783), the impact of workplace discipline on employee relationships (α = 0.736), factors that affect workplace discipline (α = 0.912), factors that can enhance organisational performance (α = 0.849), the impact of COVID-19 on organisational performance (α = 0.719) and recommendations on how workplace discipline can improve organisational performance (α = 0.904) has a high degree of reliability. The use of the instrument for the measurement of factors affecting workplace discipline is particularly reliable and has a very high level of inter-item consistency (α = 0.912). The item reliabilities for the questionnaire range from 0.719 to 0.912 for the separate dimensions of the study. Hence, the 48 items measuring the impact of workplace discipline on organisational performance, impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, the impact of COVID-19 on organisational performance and recommendations on how workplace discipline can improve organisational performance have a very high degree of inter-item consistency and reliability (a = 0.951).

5.6 Descriptive statistics

The perceptions of the respondents regarding the impact of workplace discipline on organisational performance, the impact of workplace discipline on employment relationships, factors affecting workplace discipline, factors that enhance performance, the impact of COVID-19 pandemic on performance and recommendations on how workplace discipline can improve performance were assessed by asking the respondents to respond to various aspects of the items using a 1 to 5 point Likert scale. Given the scale of 1 to 5, the mean score of 3.00 and above was considered significant, while the score below 3.00 was regarded as insignificant. The results were processed using descriptive statistics (Table 5.5).

Table 5. 5 Descriptive Statistics: Key dimensions of the study

Dimension	Mean	95 % Confidence Interval		Std. Dev.	Min.	Max.
		Lower Bound	Upper Bound			
Impact of workplace discipline	3.67	3.60	3.75	0.54715	1.00	5.00
Employee relationships	3.45	3.37	3.52	0.55927	1.00	5.00
Factors that affect discipline	3.89	3.80	3.98	0.63928	1.00	5.00
Organisational performance	4.01	3.95	4.06	0.41767	1.00	5.00
COVID-19	4.01	3.94	4.09	0.52240	1.00	5.00
Recommendations	4.22	4.13	4.31	0.64178	1.00	5.00

As reflected in Table 5.5 above, it is evident that the recommendations on how workplace discipline can improve organisational performance had the highest mean value (Mean= 4.22), closely followed by the factors that can enhance organisational performance (Mean= 4.01), the impact of COVID-19 on organisational performance (Mean= 4.01) followed by the factors that affect workplace discipline (Mean= 3.89), the impact of workplace discipline on organisational performance (Mean= 3.67) and lastly the impact of workplace discipline on employee relationships (Mean= 3.45). These results are graphically depicted in Figure 5.1 below.
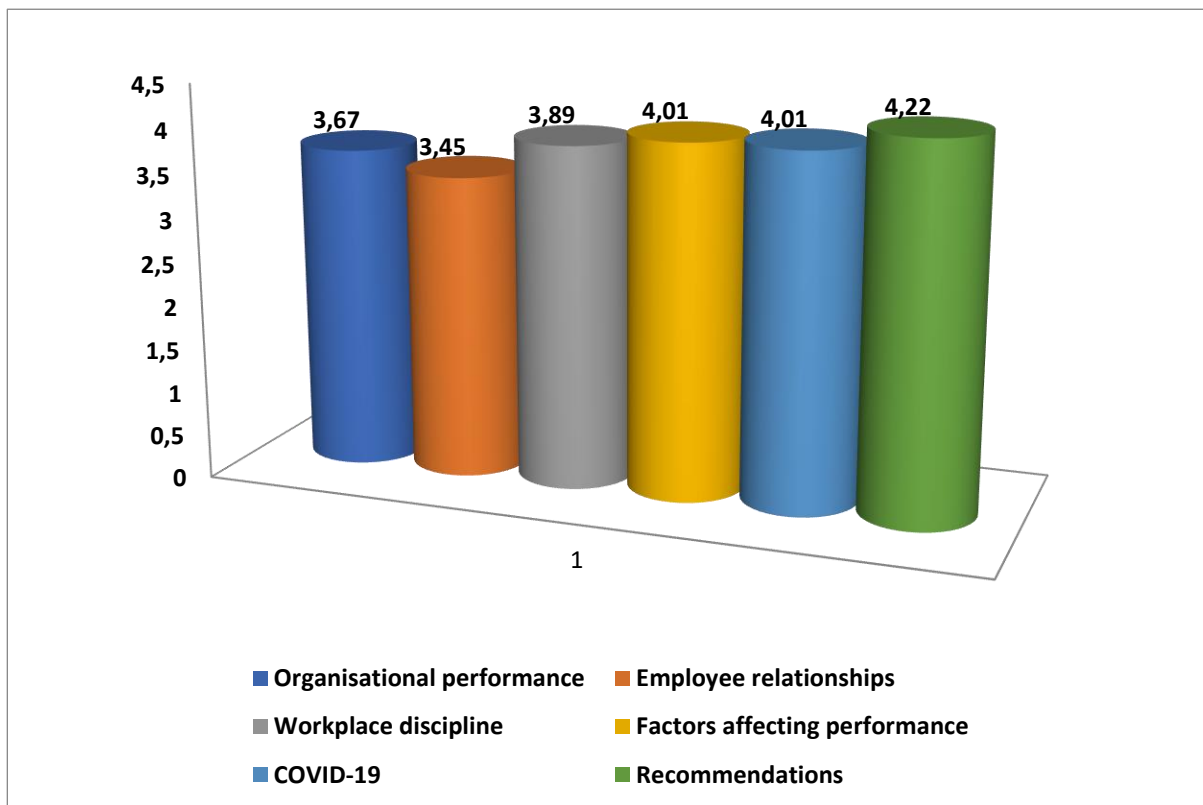
Figure 5. 1 Key dimensions of the study

The implication of the results depicted in Table 5.5 and Figure 5.1 showed that current recommendations on how workplace discipline can improve organisational performance were the strongest while the impact of discipline on employee relationships is the weakest. Against a maximum attainable score of 5 on a 1 to 5 point Likert scale, it is evident that the effect of workplace discipline and COVID-19 on organisational performance and employee relationships range from low to high moderate, thereby reflecting room for improvement in all of the dimensions, though in varying degrees. To assess exactly where the improvement lies in each of the dimensions, frequency analyses were undertaken in terms of the impact of workplace discipline on organisational performance, impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, impact of COVID-19 on organisational performance and recommendations on how workplace discipline can improve organisational performance.

5.6.1 Impact of workplace discipline on organisational performance

The first objective of this study was to elicit responses from the respondents on how workplace discipline impacts on organisational performance. The respondents were asked to indicate the extent to which they agree or disagree with the statements using a five point Likert scale: SD = strongly disagree, 1; D= Disagree, 2; N= Neutral, 3; A = Agree, 4; SA =

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strongly agree, 5. The scores for strongly agree and agree were combined as agree. Moreover, the scores for disagree and strongly disagree were also combined as disagree. The summarised scoring patterns are shown in Table 5.6 below.

Table 5. 6 Impact of workplace discipline on organisational performance

Statements	*Response categories*				
	SD	*D*	*N*	*A*	*SA*
	N (%)	**N (%)**	**N (%)**	**N (%)**	**N (%)**
B1. Workplace discipline can improve organisational performance	5(2.4)	12(5.7)	14(6.6)	110(51.9)	71(33.5)
B2. Lengthy discipline create conflict between managers and employees.	2(0.9)	23(10.8)	18(8.5)	121(57.1)	48(22.6)
B3. Employees who faced disciplinary action were influential in their job roles after disciplinary process.	3(1.4)	23(10.8)	35(16.5)	121(57.1)	30(14.2)
B4. Workplace discipline create aggressiveness on employees disciplined.	19(9)	70(33.3)	78(37.1)	40(19)	3(1.4)
B5. Employees who face disciplinary action are motivated to improve their performance.	0(0.0)	21(9.9)	50(23.6)	112(52.8)	29(13.7)
B6. Workplace discipline has created resentment on the part of those disciplined.	11(5.2)	47(22.2)	72(34)	75(35.4)	7(3.3)
B7. Proper HR policy is in place to support organisation performance	1(0.5)	9(4.2)	25(11.8)	121(57.1)	56(26.4)
B8. Organisations' good corporate governance and strong ethical stance promotes performance	1(0.5)	7(3.3)	19(9)	124(58.5)	61(28.8)

From Table 5.6 above, it is evident that approximately 8.1% (2.4% strongly disagree and 5.7% disagree) of the respondents disagreed that workplace discipline has an impact on organisational performance. Another 6.6%, which constituted the minority, neither agreed nor disagreed that workplace discipline can improve organisational performance and the remaining majority 85.4% (51.9% agree and 33.5% strongly agree) agreed that workplace discipline has an impact on organisational performance.

Approximately, 11.7% (0.9% strongly disagree and 10.8% disagree) of the respondents disagreed that lengthy discipline creates conflict between managers and employees in this organisation, 8.5% neither agreed nor disagreed that lengthy discipline creates conflict between managers and employees while the remaining majority (79.7%) agreed that lengthy discipline creates conflict between managers and employees in this organisation.

Furthermore, about (12.2%) of the respondents, which constituted the minority, disagreed that employees who faced disciplinary action were influential in their job roles after the disciplinary process. Another (16.5%) neither agreed nor disagreed that employees who faced disciplinary action were influential in their job roles after the disciplinary process while the remaining majority (71.3%) agreed that employees who faced disciplinary action were influential in their job roles after the disciplinary process.

With regards to aggressiveness, the majority of the respondents (42.3%) disagreed with the idea that workplace discipline creates aggressiveness on the part of those disciplined, 37.1% neither agreed nor disagreed that workplace discipline creates aggressiveness on employees discipline and the remaining minority (20.4%) agreed that workplace discipline creates aggressiveness on those that are disciplined.

Approximately, 9.9% of the respondents, which constituted the minority, disagreed with the notion that employees who face disciplinary action are motivated to improve their performance, another 23.6% neither agreed nor disagreed that employees who faced disciplinary action were motivated to improve performance and the remaining majority (66.5%) agreed that employees who faced disciplinary action were motivated to improve performance.

As for resentment, about 27.4% of the respondents disagreed that workplace discipline created resentment on those disciplined, 34% neither agreed nor disagreed that workplace discipline created resentment on those disciplined and the remaining majority (38.7%) agreed that workplace discipline created resentment on the part of those disciplined.

In addition to the above, a few (4.7%) of the respondents disagreed that proper HR policy is in place to support organisational performance, another 11.8% of the respondents neither agreed nor disagreed that the HR policy is in place to support organisational performance and the remaining majority (83.5%) agreed that the HR policy is in place to support organisational performance.

About 3.8% of the respondents disagreed that the organisation's good corporate governance and strong ethical stance contributed to healthy performance, 9% neither agreed nor disagreed that the organisation's good corporate governance and strong ethical stance contributed to a healthy performance and the remaining 87.3% agreed that the organisations' good corporate governance and strong ethical stance contributed to healthy performance.

5.6.2 Impact of workplace discipline on the employee relationships

The second objective was to identify the extent to which workplace discipline impacts on employee relationships. Table 5.7 below presents the results of the study in relation to the objective. The objective comprised six items or questions, starting from C1 to C6. The employee responded to these items by indicating the extent to which they agree or disagree. The summarised scoring patterns are presented in Table 5.3 below.

Table 5. 7 Impact of workplace discipline on employee relationships

Statements	Response categories				
	SD	*D*	*N*	*A*	*SA*
	N (%)	**N (%)**	**N (%)**	**N (%)**	**N (%)**
C1. Workplace discipline create conflict among employees	15(7.1)	47(22.2)	49(23.1)	93(43.9)	8(3.8)
C2. Workplace discipline help build quality employee relationships	2(1.0)	19(9.0)	37(17.6)	140(66.7)	12(5.7)
C3. Workplace discipline help build the positive work environment	2(0.9)	18(8.5)	27(12.7)	140(66.0)	25(11.8)
C4. Workplace discipline affect negatively the employment relationships	13(6.2)	100(47.4)	72(34.1)	23(10.9)	3(1.4)
C5. Workplace discipline ensures that the goals of the organisation are achieved	5(2.4)	10(4.7)	32(15.1)	131(61.8)	34(16.0)
C6. Workplace discipline creates peace and order among employees	2(0.9)	17(8.0)	48(22.6)	124(58.5)	21(9.9)

Table 5.7 above shows the results of the study in relation to impact of workplace discipline on employee relationships. Approximately 29.3% (7.1% strongly disagree and 22.2% disagree) of the respondents disagree that workplace discipline created conflict among employers and employees in this organisation. Another 23.1% of the respondents, which constituted the minority, neither agreed nor disagreed that workplace discipline created conflict among employers and employees and the remaining majority (47.7%) (43.9% agree and 3.8% strongly agree) agreed that workplace discipline created conflict among employers and employees in the organisation.

In addition, approximately 10% of the respondents, which represented the minority, disagreed that workplace discipline helps build quality employment relationships, 17.6% of the respondents neither agreed nor disagreed that workplace discipline helps build quality employment relationships and the remaining 72.4%, which represented the majority, agreed that workplace discipline helps build quality employment relationships.

Approximately 9.4% of the respondents disagreed that workplace discipline helps build a positive work environment. Another 12.7% neither agreed nor disagreed that workplace discipline helps build a positive work environment while the overwhelming majority (77.8%) agreed that workplace discipline helps build a positive work environment in this organisation.

Furthermore, the majority of the respondents (53.6%) disagreed that workplace discipline affects negatively the employment relationships. Another 34.1% of the respondents neither agreed nor disagreed that workplace discipline affects negatively the employment relationships and 12.3%, which constituted the minority, agreed that workplace discipline affects negatively the employment relationships in this organisation.

About 7.1% of the respondents, which represented the minority, disagreed that workplace discipline ensured that the organisation achieves its goals, 15.1% neither agreed nor disagreed that workplace discipline ensured the achievement of organisational goals while the majority of the respondents (77.8%) agreed that workplace discipline ensured that the organisation achieves its set goals.

Lastly, approximately 9.0% of the respondents, which represented the minority, disagreed that workplace discipline create order among employers and employees in the organisation. Another 22.6% of the respondents neither agreed nor disagreed that workplace discipline create order among employers and employees in the organisation. The remaining majority of

the respondents (68.4%) agreed that workplace discipline create peace and order among employers and employees in the organisation.

5.6.3 Factors that affect workplace discipline
The third objective was to elicit the views of the respondents regarding the factors affecting workplace discipline in the organisation. There were 10 questions or items under this objective starting from D1-D10. The respondents were asked to respond to the questions by indicating the level of their agreement and disagreement using a 5-point Likert scale. The figure below presents the results of this objective.

Figure 5. 2: **Factors that affect workplace discipline**
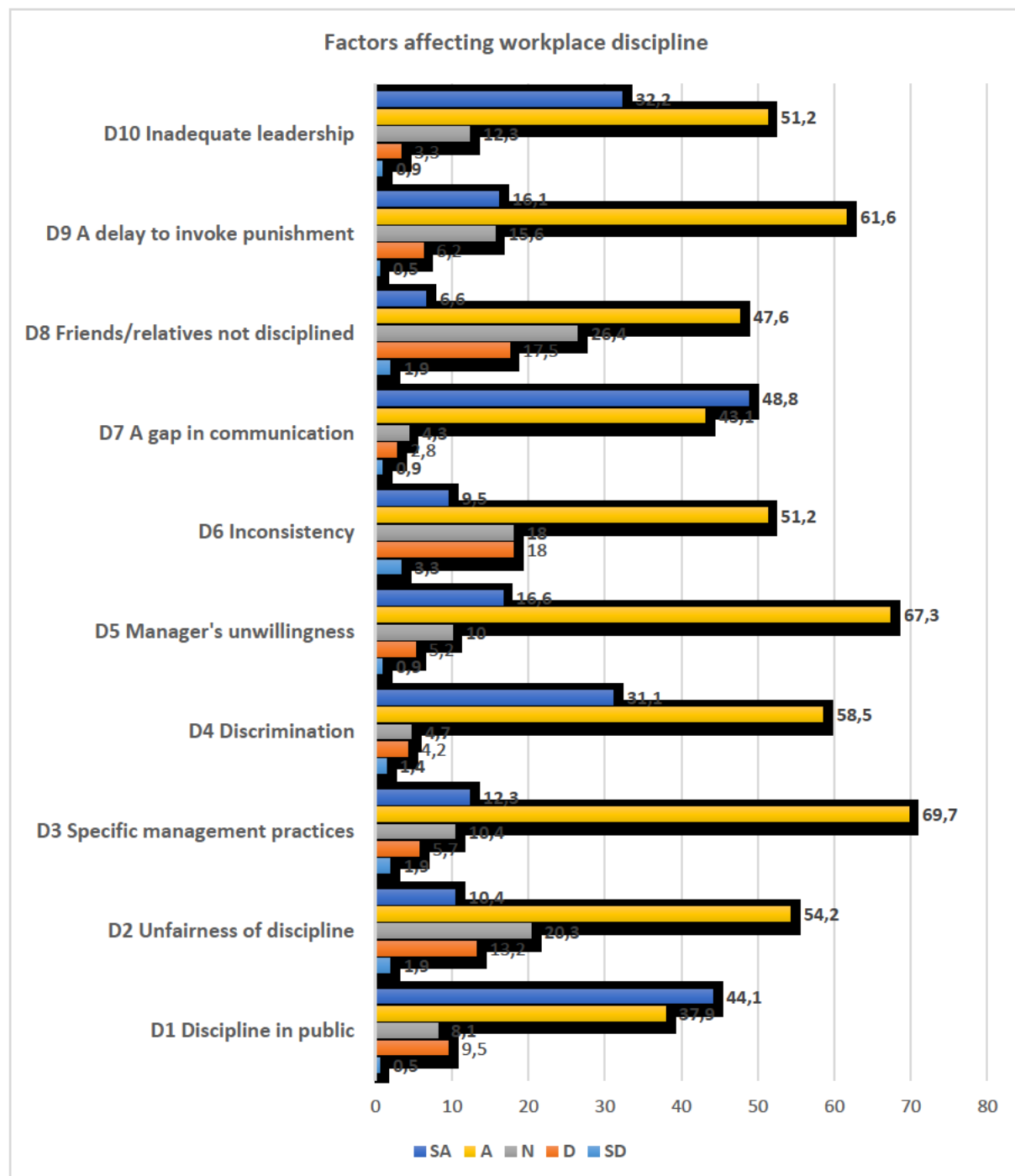
Figure 5.2 above depicted the respondents' perceptions of the factors affecting workplace discipline on ten main criteria: discipline in public, the unfairness of discipline, specific management practices, discrimination during the disciplinary process, the manager's unwillingness to invoke discipline, inconsistency of discipline, a gap in communication, friends/relatives not disciplined accordingly, a delay to invoke punishment and inadequate leadership. Approximately 10.0% of the respondents disagreed that disciplining in public

affects negatively the employees, 8.1%, which represented the minority, neither agreed nor disagreed that employees who are disciplined in public are affected by this and the majority of the respondents (82.0%) agreed that disciplining in public affects the employees.

With regards to the unfairness of discipline, the minority of the respondents (15.1%) disagreed that managers and supervisors often discipline offenders unfairly, 20.3% of the respondents neither agreed nor disagreed with the statement that managers and supervisors often discipline employees unfairly. The remaining 64.6%, which comprised the majority of the respondents agreed with the fact that managers and supervisors discipline employees unfairly; some are supportive while others are not.

Furthermore, the minority of the respondents (7.6%) disagreed that specific management practices in the organisation affected discipline. About 10.4% of the respondents neither agreed nor disagreed that specific management practices in the organisation affected workplace discipline while the majority of the respondents (82%) agreed that specific management practices affected discipline in the organisation.

Regarding discrimination, about 5.6% of the respondents disagreed that discrimination during the disciplinary process affects discipline, 4.7 neither agreed nor disagreed that discrimination during the disciplinary process affects workplace discipline and the remaining majority, (89.6%), agreed that discrimination during the disciplinary process affect discipline.

Approximately, 6.1% of the respondents, which constituted of the minority disagreed that the managers' unwillingness to enforce discipline negatively affects discipline and its proceedings, 10% of the respondents neither agreed nor disagreed that the managers' unwillingness to enforce discipline negatively affects discipline and its proceedings. The overwhelming majority (83.9%) agreed that the managers' unwillingness to enforce discipline negatively affects discipline and its proceedings.

Regarding inconsistency, 21.3% of the respondents disagreed that the managers are not consistently neutral, 18.0% neither agreed nor disagreed that managers are not consistently neutral while the remaining majority (60.7%) agreed that the managers are not consistent during the disciplinary process.

Also, 3.7% of the respondents, which represented the minority, disagreed that a gap in communication during disciplinary process affects discipline, 4.3% neither agreed nor disagreed that a gap in communication during disciplinary process affects the handling of

discipline while the overwhelming majority (91.9%) agreed that a gap in communication affects the proper handling of discipline in the organisation.

In addition, the minority of the respondents (19.4%) disagreed with the statement that friends and relatives are not disciplined accordingly for the same offenses, 26.4% of the respondents neither agreed nor disagreed that friends and relatives are not disciplined accordingly for the same offences committed. The majority (54.2%) agreed that friends and relatives are not disciplined accordingly for the same offenses committed.

Approximately, 6.7% of the respondents, which constituted the minority, disagreed with the statement that a delay to invoke punishment minimises the perceived link between the offence and actual punishment, 15.6% neither agreed nor disagreed that a delay to invoke punishment minimises the link between the offence and the actual punishment. The remaining majority (77.7%) agreed that a delay to invoke punishment minimises the perceived link between the offence and the actual punishment, hence timeliness is significant to employees' punishment.

Lastly, the minority of the respondents (4.2%) disagreed that a lack of effective leadership affects discipline, 12.3% neither agreed nor disagreed that inadequacy of effective leadership affects discipline while the majority of the respondents (83.4%) agreed that the inadequacy of effective leadership and supervision affects discipline in the organisation.

5.6.5 Factors that can enhance organisational performance

This objective of the study elicited the views of the respondents regarding the factors that can enhance organisational performance. There were 13 items or questions under this section starting from E1-E13. The section was organised into two main parts or subsections namely financial and non-financial factors. E1-E5 comprised financial factors that can enhance organisational performance while E6-E13 contained questions regarding the non-financial factors that can enhance organisational performance. The respondents indicated the extent to which they agree or disagree with the questions using a 5-point Likert scale and the results of the study showed that the respondents responded positively to all the questions.

Table 5. 8 Factors that enhance organisational performance

Statements	Response categories				
	SD	D	N	A	SA
	N (%)	N (%)	N (%)	N (%)	N (%)
E1. Better payment of wages and salaries to employees	3(1.4)	8(3.8)	9(4.2)	96(45.3)	96(45.3)
E2. The offering of incentives such as bonuses, allowances	1(0.5)	5(2.4)	9(4.2)	154(72.6)	43(20.3)
E3. Improvement in the working conditions	1(0.5)	2(0.9)	14(6.6)	148(69.8)	47(22.2)
E4. Delay in payment of wages and other emoluments	4(1.9)	6(2.8)	34(16)	135(63.7)	33(15.6)
E5. The conditions of service contribute to improved performance	3(1.4)	4(1.9)	18(8.5)	168(79.2)	19(9.0)
E6. Management failure to honour it agreement led to poor performance	2(0.9)	7(3.3)	14(6.6)	159(75.4)	29(13.7)
E7. A conducive working environment led to improved performance	1(0.5)	4(1.9)	12(5.7)	107(50.7)	87(41.2)
E8. Mismanagement of the organisation led to poor performance	3(1.4)	10(4.7)	18(8.5)	155(73.1)	26(12.3)
E9. The inability of management to negotiate during collective bargaining	3(1.4)	19(9.0)	43(20.4)	133(63.0)	13(6.2)
E10. Effective communication promotes organisational performance	1(0.5)	1(0.5)	10(4.7)	80(37.7)	120(56.6)
E11. Unnecessary interference by trade unions led to poor performance	1(0.5)	22(10.4)	66(31.3)	111(52.6)	11(5.2)
E12. Allowing employees to form or join trade union led to performance	4(1.9)	17(8.1)	70(33.2)	111(52.6)	9(4.3)
E13. Proper handling of grievances and disputes contributes to good performance.	1(0.5)	2(0.9)	14(6.6)	95(44.8)	100(47.2)

The Table 5.8 above shows the factors that enhance organisational performance in the organisation. Approximately, 5.2% of the respondents disagreed that better payment of wages and salaries contribute to improved employee performance in the organisation while 4.2% of the respondents that comprised the minority neither agreed nor disagreed that better payment of wages and salaries improve performance. The remaining majority (90.3%) agreed that better payment of wages and salaries contribute to improved performance.

With regards to incentives, only a few (2.9%) of the respondents disagreed that the offering of incentives such as bonuses and allowances improves performance, 4.2% of the respondents neither agreed nor disagreed that the offering of incentives improves performance while the rest of the participants, which constituted the majority (92.9%) agreed that the offering of incentives to employees improves performance.

Furthermore, the minority of the respondents (1.4%) disagreed that improvement in the working conditions promotes improved performance, 6.6% of the respondents neither agreed nor disagreed that improvement in the working conditions promotes improved performance and the remaining (92%) respondents which represents the majority agreed that the improvement in the working conditions of the employees improves performance.

In addition, only a few respondents (4.7%) disagreed that a delay in payments can contribute to poor performance as 16% of the respondents neither agreed nor disagreed that a delay in payments can contribute to poor performance. However, the overwhelming majority (79.3%) agreed that a delay in payments contributes to poor performance in the organisation.

Moreover, 3.3% of the respondents, which represents the minority, disagreed that the conditions of service contribute to organisational performance, 8.5% neither agreed nor disagreed that the conditions of service contribute to organisational performance while the remaining majority (88.2%) agreed that the conditions of service contribute to organisational performance.

Approximately, only a few respondents (4.2%) disagreed that the management's failure to honour its agreements lead to poor performance in the organisation, 6.6% neither agreed nor disagreed that the management' failure to honour its agreements lead to poor performance while the overwhelming majority of the participants (89.1%) agreed that the management' failure to honour its agreements lead to poor performance.

With regards to conducive working environment, the minority of the respondents (2.4%) disagreed that a conducive working environment leads to improved performance, 5.7% neither agreed nor disagreed that a conducive working environment leads to improved performance and the rest of the respondents, which represents the majority (91.9%) agreed that a conducive working lead to improved performance in the organisation.

Furthermore, 6.1% of the respondents, which represented the minority, disagreed that mismanagement of the organisation lead to performance-related issues in the organisation. Another 8.5% of the respondents neither agreed nor disagreed that mismanagement of the organisation lead to performance-related issues in the organisation while the majority (85.4%) agreed that mismanagement of the organisation lead to performance-related issues in the organisation.

With regards to negotiation, 10.4% of the respondents, which represented the minority, disagreed that the inability of management to negotiate during collective bargaining resultin performance issues in the organisation. Another 20.4% of participants neither agreed nor disagreed that the inability of management to negotiate during collective bargaining create performance issues in the organisation. The remaining majority (69.2%) agreed that the inability of management to negotiate during collective bargaining lead to performance issues in the organisation.

Furthermore, with reference to communication, only a few (1%) of the respondents, which constituted the minority, disagreed that effective communication among the stakeholders promotes organisational performance, 4.7% of the respondents neither agreed nor disagreed that effective communication among the stakeholders promotes organisational performance while the overwhelming majority (94.3%) agreed that effective communication among all the stakeholders promotes organisational performance.

About 10.9% of the participants, which represented the minority, disagreed that unnecessary interference in the organisation's affairs by trade unions lead to poor performance while 31.3% of the respondents neither agreed nor disagreed that unnecessary interference in the organisation's affairs by trade unions lead to poor performance of the organisation. However, the majority (57.8%) agreed that unnecessary interference by trade unions in the organisation lead to poor performance.

Moreover, the minority of the participants (10%) disagreed that allowing employees to form or a join trade union of their choice contributes to their performance while 33.2% of the

respondents neither agreed nor disagreed that allowing employees to form or join a trade union of their choice contributes to their performance. However, the majority (56.9%) agreed that allowing employees to form or join a trade union of their choice contributes to their performance.

Lastly, about 1.4% of the respondents disagreed that the proper handling of grievances and disputes contributes to good performance, 6.6% of the respondents neither agreed nor disagreed that the proper handling of grievances and disputes contributes to good performance while the remaining majority (92%) agreed that the proper handling of grievances and disputes contributes to good organisational performance.

5.6.6 The impact of COVID-19 on organisational performance

This objective of the study sought to elicit the impact of COVID-19 on organisational performance. There were five items or questions under this section of the questionnaire starting from F1-F5. The respondents were asked to indicate their level of agreement or disagreement with regards to each of the questions using the 5 point Likert scale. The results have shown that the respondents responded positively to all the questions. The summarised scoring patterns are shown in Figure 5.3 below.

Figure 5. 3 The impact of COVID-19 on organisational performance

The impact of COVID-19 on organisational performance

F5 Ther are strategies to mitigate the effects of COVID-19: SA 51,4; A 40,1; N 5,7; D 2,4; SD 0,5

F4 COVID-19 is likely to affect the opening of new job roles: SA 7,5; A 43,4; N 31,6; D 16; SD 1,4

F3 The fear of COVID-19 affected the performance: SA 11,4; A 72,5; N 10; D 4,7; SD 1,4

F2 Irrespective of COVID-19 the organisation improves performance: SA 10,4; A 75,9; N 9; D 3,8; SD 0,9

F1 The outbreak of COVID-19 affected performance: SA 59,4; A 33,5; N 3,3; D 2,8; SD 0,9

■SA ■A ■N ■D ■SD

Figure 5.3 above depicted the impact of COVID-19 on organisational performance in the organisation. Approximately, 3.7% of the respondents disagreed that the outbreak of COVID-19 affects the overall performance of the organisation. Another 3.3% of the respondents neither agreed nor disagreed that the outbreak of COVID-19 affects the overall performance of the organisation while the overwhelming majority (92.9%) agreed that the outbreak of COVID-19 affects the overall performance of the organisation.

Moreover, 4.7% of the respondents disagreed that irrespective of the threats imposed by COVID-19, the organisation continues to improve performance, 9% of the respondents

neither agreed nor disagreed that irrespective of the threats imposed by COVID-19, the organisation continues to improve performance while the remaining majority (86.3%) agreed that irrespective of the threats imposed by COVID-19, the organisation continues to improve performance.

With regards to fear of COVID-19, 6.1% of the respondents disagreed that the fear of COVID-19 affects the performance of the organisation, 10% of the respondents neither agreed nor disagreed that the fear of COVID-19 affects the performance of the organisation while the majority of the respondents (83.9%) agreed that the fear of COVID-19 affects the overall performance of the organisation.

Furthermore, 17.4% of the respondents disagreed that COVID-19 is likely to affect the opening of new job roles in the organisation, another 31.6% of the respondents neither agreed nor disagreed that COVID-19 is likely to affect the opening of new job roles in the organisation while the majority (50.9%) agreed that COVID-19 is likely to affect the opening of new job roles in the organisation.

Lastly, 2.9% of the respondents disagreed that there are strategies in place to mitigate the adverse effects of COVID-19, 5.7% neither agreed nor disagreed that there are strategies in place to mitigate the adverse effects of COVID-19 and the remaining majority (91.5%) agreed that there are strategies in place to mitigate the adverse effects of COVID-19 in the organisation.

Figure 5. 4 Recommendations on how workplace discipline can improve organisational performance

The last objective of the study elicited the views of the respondents regarding the recommendations on how workplace discipline can improve organisational performance. There were six items or questions under this section of the questionnaire starting from G1-G6. The respondents were asked to indicate their level of agreement or disagreement with regards to each of the questions using the 5 point Likert scale. The results showed that the participants responded positively to all the questions. The summarised scoring patterns are shown in Figure 5.4 below.

Recommendations on how workplace discipline can improve performance

■ SA ■ A ■ N ■ D ■ SD

- G6 Understanding of emotional reactions: 23,1 / 59,4 / 11,8 / 4,7 / 0,9
- G5 Discipline in private: 22,2 / 57,1 / 11,8 / 8 / 0,9
- G4 Commencing discipline immediately: 28,8 / 59 / 5,7 / 6,1 / 0,5
- G3 Avoiding inconsistency: 55,7 / 36,3 / 5,2 / 2,4 / 0,5
- G2 Proper communication of rules: 58,5 / 35,4 / 3,8 / 1,9 / 0,5
- G1 Elimination of discrimination: 55,7 / 34,4 / 7,1 / 1,9 / 0,9

Figure 5.4 above shows the recommendations on how workplace discipline can improve organisational performance. Approximately, 2.8% (0.9 strongly disagree and 1.9% disagree) of the respondents disagreed that the elimination of discrimination during the disciplinary process can improve organisational performance. Another 7.1% neither agreed nor disagreed that the elimination of discrimination during the disciplinary process can improve organisational performance while the overwhelming majority (90.1%) (34.4% agree and 55.7% strongly agree) agreed that the elimination of discrimination during the disciplinary process can improve performance.

Furthermore, 2.4% of the respondents disagreed that the proper communication of organisational rules and policies can improve performance, 3.8% of the respondents neither agreed nor disagreed that the proper communication of organisational rules and policies can improve performance and the remaining majority (93.9%) agreed that the proper communication of organisational rules and policies can improve performance.

Moreover, 2.9% of the respondents disagreed that avoiding inconsistency when administering discipline can improve organisational performance. Another 5.2% of the respondents neither agreed nor disagreed that avoiding inconsistency when administering discipline can improve organisational performance while the remaining majority (92%) agreed that avoiding inconsistency when administering discipline can improve organisational performance.

Approximately, 6.6% of the respondents disagreed that commencing discipline immediately after the offence is committed can improve performance, 5.7% of the respondents neither agreed nor disagreed that commencing discipline immediately after the offence is committed can improve performance and the remaining majority (87.8%) agreed that commencing discipline immediately after the offence is committed can improve performance.

With regards to discipline in a private setting, 8.9% of the respondents disagreed with the idea that employees who were disciplined privately improve their performance, 11.8% of the respondents neither agreed nor disagreed that employees who were disciplined privately improve their performance while the majority (79.3%) agreed with the idea that employees who were disciplined privately improve their performance.

Lastly, 5.6% of the respondents disagreed that the understanding of emotional reactions when dealing with discipline can improve performance, 11.8% of the respondents neither agreed nor disagreed that the understanding of emotional reactions can improve performance and the

majority (82.5%) agreed that the understanding of emotional reactions can improve employee performance.

5.4 Inferential statistics

To draw meaningful and valid conclusions, inferential statistics such as Pearson Product Moment Correlations, Post Hoc Scheffe's Test, One Sample t-test, sample t-test, and ANOVA were applied. The inferential statistics were computed on the dimensions (impact of workplace discipline on organisational performance, impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, impact of COVID-19 on organisational performance and recommendations on how workplace discipline can improve organisational performance) to enable the researcher to conclude the study.

5.4.1 Pearson Product Moment Correlations: Key dimensions of the study

The relationships among the (impact of workplace discipline on organisational performance, impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, the impact of COVID-19 on organisational performance and recommendations on how workplace discipline can improve organisational performance) were assessed respectively.

Table 5.9

Person Product Moment Correlation: Correlations amongst the key dimensions of the study

Dimension	r/p	Workplace discipline	Employee relationships	Factors that affect workplace discipline	Organisational performance	COVID-19	Recommendations
Workplace discipline	r	1.000					
Employee relationships	r	0.654	1.000				
	p	0.000					
Factors that affect workplace discipline	r	0.635	0.677	1.000			
	p	0.000	0.000				
Organisational performance	r	0.399	0.531	0.680	1.000		
	p	0.000	0.000	0.000			
COVID-19	r	0.377	0.319	0.445	0.584	1.000	
	p	0.000	0.000	0.000	0.000		
Recommendations	r	0.513	0.516	0.664	0.605	0.504	1.000
	p	0.000	0.000	0.000	0.000	0.000	

* p < 0.01

The results in Table 5.9 reflect that there are significant relationships amongst all the dimensions (impact of workplace discipline on organisational performance, the impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, impact of COVID-19 on organisational performance and recommendations on how workplace discipline can improve organisational performance) respectively, at the 1% level of significance. The results indicated a strong positive relationship between employee relationships and the impact of workplace discipline ($r = 0.654$, $p > 0.01$). Moreover, the correlation coefficient between the factors that affect workplace discipline and the impact of workplace discipline on performance also showed a strong positive relationship ($r = 0.635$, $p > 0.01$). Furthermore, from Table 5.7, whilst there is a fairly moderate relationship between employee relationships and factors that enhance organisational performance ($r = 0.531$, $p > 0.01$), there is a fairly strong relationship between factors that affect workplace discipline and factors that enhance organisational performance ($r = 0.680$, $p > 0.01$). Additionally, a moderate positive relationship was found between factors that enhance performance and the impact of work discipline on performance ($r = 0.399$, $p > 0.01$). A moderate positive relationship was found between factors that affect discipline and COVID-19 ($r = 0.445$, $p > 0.01$). Also, the results reflect a strong positive relationship between the impact of COVID-19 on performance and the factors that enhance performance ($r = 0.584$, $p > 0.01$). A strong positive relationship was found between the recommendations and the factors that affect work discipline ($r = 0.664$, $p > 0.01$). Lastly, a strong positive relationship was found between the recommendations and factors that affect performance respectively ($r = 0.605$, $p > 0.01$). The following section will look at the influence of the biographical profiles on each of the objectives of the study.

5.4.2 Analysis of Variance

The influence of the demographic characteristics of age, marital status, position, employment status, educational qualification and employment status on the impact of workplace discipline on organisational performance, impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, impact of COVID-19 on organisational performance, and recommendations on how workplace discipline can improve organisational performance respectively were evaluated using tests of differences (Analysis of Variance, t-test) (Table 5.10 to Table 5.19).

This section determines the influence of the demographics of (age, marital status, position, employment status, educational qualification and tenure) regarding the impact of workplace discipline on organisational performance, the impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, the impact of COVID-19 on organisational performance and the recommendations on how workplace discipline can improve organisational performance respectively.

Table 5.10

Analysis of Variance: Impact of workplace discipline on organisational performance and Age, Marital Status, Position, Employment status, Education qualification and Tenure respectively

IMPACT OF WORKPLACE DISCIPLINE ON ORGANISATIONAL PERFORMANCE		
Biographical Variable	**F**	**P**
Age	0.974	0.423
Marital status	0.551	0.648
Position	1.760	0.138
Employment status	0.729	0.484
Education qualification	0.907	0.461
Tenure	1.132	0.342

From Table 5.10 above, it is evident that there is no significant difference in the perceptions of employees varying in biographical variables (age, marital status, position, employment status, education qualification and tenure) on the impact of workplace discipline on organisational performance respectively.

Table 5.11

Analysis of Variance: Impact of workplace discipline on employee relationships and Age, Marital Status, Position, Employment status, Education qualification and Tenure respectively

IMPACT OF WORKPLACE DISCIPLINE ON EMPLOYEE RELATIONSHIPS		
Biographical Variable	**F**	**P**
Age	1.078	0.369
Marital status	0.769	0.512
Position	1.856	0.120
Employment status	2.069	0.129
Education qualification	0.480	0.751
Tenure	2.187	0.072

Table 5.11 above reflects that there is no significant difference in the perceptions of employees varying in biographical profiles (age, marital status, position, employment status, education qualification and tenure) on the impact of workplace discipline on employee relationships respectively.

Table 5.12

Analysis of Variance: Factors affecting workplace discipline and Age, Marital Status, Position, Employment status, Education qualification and Tenure respectively

FACTORS AFFECTING WORKPLACE DISCIPLINE		
Biographical Variable	**F**	**P**
Age	0.379	0.824
Marital status	1.276	0.284
Position	1.352	0.252
Employment status	1.446	0.238
Education qualification	0.437	0.782
Tenure	1.045	0.385

From Table 5.12 above, it is evident that there is no significant difference in the perceptions of employees varying in biographical variables (age, marital status, position, employment status, education qualification and tenure) on the factors affecting workplace discipline respectively.

Table 5.13

Analysis of Variance: Factors that enhance organisational performance and Age, Marital Status, Position, Employment status, Education qualification and Tenure respectively

FACTORS THAT ENHANCE ORGANISATIONAL PERFORMANCE		
Biographical Variable	**F**	**P**
Age	1.170	0.325
Marital status	0.845	0.471
Position	1.616	0.172
Employment status	2.973	0.053**
Education qualification	0.631	0.641
Tenure	2.469	0.046**

** p < 0.05

From Table 5.13, there is a significant difference in the perceptions of employees varying in employment status ($F = 2.973$, $p < 0.05$) and tenure ($F = 2.469$, $p < 0.05$) regarding the factors that enhance organisational performance at the 5% level of significance. However, Table 5.13 also reflects that there are no significant differences in the perceptions of employees varying in the other biographical profiles (age, marital status, position and education qualification) regarding the factors that enhance organisational performance. Hence, factors that enhance organisational performance may only be partially accepted in terms of employment status and tenure respectively. To assess exactly where these differences lie, the Post Hoc Scheffe's test was conducted (Table 5.14).

Table 5.14

Post Hoc Scheffe's Test: Factors that enhance organisational performance,

Employment Status, and Tenure respectively

Biographical Variable	Categories of demographics	N	Mean
Employment status	Permanent	184	4.017
	Temporary	10	3.749
	Contracted	16	4.144
Tenure	Up to 5 years	61	4.030
	6-10 years	65	4.073
	11-15 years	36	4.051
	16-20 years	17	3.856
	21 years and above	31	3.841

From Table 5.14 above, it is evident that temporary employees (mean = 3.75) and contracted employees (mean = 4.14) differ significantly from all other employees in their views of the factors that enhance organisational performance. Whilst temporary employees (mean=3.75) are least convinced, contracted employees (mean = 4.14) are most convinced that there are factors that enhance organisational performance. Employees who worked for 21 years and above (mean = 3.84) are the least convinced that there are factors that enhance organisational performance whilst employees who worked for 6-10 years (mean = 4.07) are the most convinced that there are factors that enhance organisational performance.

Table 5.15

Analysis of Variance: Impact of COVID-19 on organisational performance and Age, Marital Status, Position, Employment status, Education qualification and Tenure respectively

IMPACT OF COVID-19 ON ORGANISATIONAL PERFORMANCE		
Biographical Variable	**F**	**P**
Age	0.806	0.523
Marital status	0.789	0.501
Position	1.115	0.172
Employment status	0.096	0.908
Education qualification	2.924	0.022**
Tenure	2.440	0.048**

** p < 0.05

From Table 5.15 above, it is evident that there is a significant difference in the perceptions of employees varying in education qualification (*F = 2.924, p < 0.05*) and tenure (*F = 2.440, p < 0.05*) regarding the impact of COVID-19 on organisational performance at the 5% level of significance. However, Table 5.15 also reflects that there are no significant differences in the perceptions of employees varying in the other biographical profiles (age, marital status, position and employment status) regarding the impact of COVID-19 on organisational performance respectively. Hence, impact of COVID-19 on organisational performance may only be partially accepted in terms of educational qualification and tenure respectively. To assess exactly where these differences lie, the Post Hoc Scheffe's test was conducted (Table 5.16).

Table 5.16

Post Hoc Scheffe's Test: Impact of COVID-19 on organisational performance,

Education qualification, and Tenure respectively

Biographical Variable	Categories	N	Mean
Education qualification	Matric or below	10	3.580
	National Diploma	60	3.997
	University degree	62	4.081
	Post-grad qualification	60	3.960
	Master's degree	19	4.211
Tenure	Up to 5 years	60	4.033
	6-10 years	66	4.127
	11-15 years	36	3.972
	16-20 years	17	3.977
	21 years and above	32	3.788

From Table 5.16 above, it is evident that employees with matric or below (mean = 3.58) and employees with a Master's degree (mean = 4.21) differ significantly from all other employees in their views of the impact of COVID-19 on organisational performance. Whilst employees with matric or below (mean = 3.58) are least convinced, employees with a Master's degree (mean = 4.21) are most convinced that there is an impact of COVID-19 on organisational performance. Employees who worked for 21 years and above (3.79) are the least convinced that there is an impact of COVID-19 on organisational performance whilst employees who worked for 6-10 years (mean = 4.13) are the most convinced that there is an impact of COVID-19 on organisational performance.

Table 5.17

Analysis of Variance: Recommendations on how workplace discipline can improve organisational performance and Age, Marital Status, Position, Employment status, Education qualification and Tenure respectively

RECOMMENDATIONS ON HOW WORKPLACE DISCIPLINE CAN IMPROVE ORGANISATIONAL PERFORMANCE		
Biographical Variable	**F**	**P**
Age	0.188	0.944
Marital status	0.177	0.912
Position	1.370	0.246
Employment status	0.844	0.431
Education qualification	0.764	0.550
Tenure	0.432	0.786

From Table 5.17 above, it is evident that there is no significant difference in the perceptions of employees varying in biographical variables (age, marital status, position, employment status, education qualification and tenure) on the recommendations on how workplace discipline can improve organisational performance respectively.

5.4.5 One Sample T-test: All dimensions and Gender
The sample t-test was computed to determine whether gender influences all the dimensions such as the impact of workplace discipline on organisational performance, the impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, the impact of COVID-19 on organisational performance and recommendations on how workplace discipline can improve organisational performance.

This section determines the difference in the perceptions of employees varying in gender regarding the impact of workplace discipline on organisational performance, the impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, the impact of COVID-19 on organisational performance and recommendations on how workplace discipline can improve organisational performance respectively.

Table 5.18

T-Test: All dimensions (Impact of work discipline on performance, employee relationships, factors affecting workplace discipline, factors that enhance organisational performance, COVID-19 and recommendations and Gender

All dimension	T	Df	P
Impact of discipline on organisational performance	46.409	209	**0.000****
Impact of discipline on employee relationships	41.507	209	**0.000****
Factors affecting workplace discipline	46.079	207	**0.000****
Factors that enhance organisational performance	63.298	209	**0.000****
Impact of COVID-19 on performance	56.552	210	**0.000****
Recommendations	52.710	211	**0.000****

* p < 0.01

Table 5.18 indicates that there was a significant difference in the perceptions of male and female employees regarding the impact of workplace discipline on organisational performance, the impact of workplace discipline on employee relationships, factors that affect workplace discipline, factors that can enhance organisational performance, the impact of COVID-19 on organisational performance and recommendations on how workplace discipline can improve organisational performance respectively at the 1% level of significance. To determine the views of males and females on all dimensions of the study, a Post Hoc Scheffe's test was conducted (Table 5.19).

Table 5.19

Post Hoc Scheffe's Test: Impact of work discipline, employee relationships, factors affecting workplace discipline, Organisational performance, COVID-19 and recommendations and Gender

Dimension	Categories of Age	N	Mean
Impact of work discipline	Male	139	3.674
	Female	71	3.660
Employee relationships	Male	138	3.459
	Female	72	3.448
Workplace discipline	Male	137	3.898
	Female	71	3.883
Organisational performance	Male	139	3.984
	Female	71	4.044
Impact of COVID-19	Male	139	3.999
	Female	72	4.052
Recommendations	Male	140	4.225
	Female	72	4.229

The information from Table 5.19 shows that there were statistical differences between male and female employees at the Sappi Saiccor, Umkomaas in KwaZulu-Natal regarding the impact of workplace discipline on organisational performance. Whilst the males (mean = 3.674) are more convinced that there is a significant relationship between workplace discipline and organisational performance, the females (mean = 3.660) are not so convinced.

Table 5.19 also reflects that there was a significant difference among males and female employees regarding the impact of workplace discipline on employee relationships. The results show that whilst male employees (mean = 3.459) are convinced that a strong relationship exists between workplace discipline and employee relationships at Sappi Saiccor, Umkomaas in KwaZulu-Natal, females (mean = 3.448) are not so convinced. On the other hand, Table 5.19 reveals that there were statistical differences between male and female employees at Sappi Saiccor, Umkomaas in KwaZulu-Natal regarding the factors affecting workplace discipline. Whilst the males (mean = 3.898) are more convinced that there is a

significant relationship amongst the factors affecting workplace discipline, the females (mean = 3.883) are not so convinced.

Furthermore, it is evident that there was a statistical difference among males and females concerning factors that enhance organisational performance. Whilst females (mean = 4.044) are more convinced that there is a strong relationship amongst the factors that enhance organisational performance, males, (mean = 3.984) on the other hand are not convinced that there is a relationship amongst the factors that enhance organisational performance respectively. From Table 5.19, it is evident that there are statistical differences between males and females regarding the impact of COVID-19 on organisational performance. Whilst females (mean = 4.052) are more convinced that a relationship exists between COVID-19 and organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal, the males (mean = 3.999) are not so convinced.

Lastly, Table 5.19 shows that there were statistical differences between male and female employees regarding the recommendations on how workplace discipline can improve organisational performance respectively. The results show that whilst females (mean = 4.229) are more convinced that the recommendations of workplace discipline can improve organisational performance, the males (mean = 4.225) are not so convinced.

5.5 Chapter summary

In this chapter, results were presented and analysed using descriptive and inferential statistics. The demographic data were presented using descriptive statistics. In doing this, the categorical variables were presented using frequency distribution tables and bar graphs. Analysis of the hypothesis was done using descriptive and inferential statistics. The researcher used Pearson's product moment correlation coefficient, analysis of variance and T-test to test the hypotheses. Using descriptive and inferential statistics helped the researcher in making it easier to present and analyse the results of the study and this facilitated understanding to determine the relationships and the differences between the variables. The following chapter will discuss the results from the qualitative data.

Chapter six

Presentation and analysis of Qualitative data

6.1 Introduction

The previous chapter presented the results of the quantitative study. This chapter proceeded with the presentation of the qualitative results. The purpose of the qualitative study was to complement the results of the quantitative findings in relation to the objectives of the study. As mentioned in chapter four, ten (10) participants initially agreed to participate in the interviews and unfortunately, only eight (8) of them finally participated in the interviews, which accounted for an 80% response rate. All the participants agreed for the interviews to be audio-taped and all the interviews were conducted at the convenience of the participants. In addition, the researcher conducted the interviews in the English language only and each of them lasted between 30 to 40 minutes. The data collected from the participants were transcribed and analysed using NVivo (version 12.0). The NVivo helped to analyse and organise audio recordings from the interviews. The researcher identified broad and sub-themes using thematic analysis under each of the interview questions. The qualitative analysis followed six steps including data familiarisation, generating codes, searching for codes, reviewing themes, defining themes and writing up. The following were the results of the qualitative study, starting with the first objective. The presentation and analysis of the qualitative data are achieved as per the stated research objectives.

- To investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To establish the impact of workplace discipline on employee relationships at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To identify the factors that affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To examine the factors that can enhance organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To determine the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To make recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

Table 6. 1 Demographic characteristics of the participants

Biographical Characteristics	Category of Demographic Characteristics	Frequency	Percentage
Gender	Males	8	100
	Females	0	0
Age	18-30 years	0	0
	31-40 years	2	25.0
	41-50 years	3	37.5
	51-60 years	3	37.5
	61 years and above	0	0
Marital status	Single	2	20.0
	Married	6	80.0
	Divorced/Separated	0	0
	Widowed	0	0
Positions	Administrative staff	0	0
	Human Resources	1	12.5
	Production	2	25
	Engineering	2	25
	Head of Department	2	25
	Supervisor	1	12.5
Employment status	Permanent	8	100
	Temporary	0	0
	Contracted	0	0
Educational qualification	Matric or below	0	0
	National diploma	0	0
	University degree	4	50
	Post-grad qualification	4	50
	Master's degree	0	0.0
	Ph.D.	0.0	0.0
Tenure	Up to 5 years	0	0
	6-10 years	1	15
	11-15 years	4	50
	16-20 years	2	25
	21 years and above	1	15

Table 6.1 shows that all the participants were male (100%). Moreover, the findings indicated that most of the participants were between the ages 41-50 years (37.5%) and 51-60 years (37.5%) closely followed by those who were between 31-40 years (25%). The findings suggested that most of the participants were married (80%) and the remaining 20% were single. Furthermore, the findings reveal that the production manager comprised (25%),

operations manager (25%) and the other 25% were the heads of departments, closely followed by HR (12.5%) and supervisor (12.5%). Additionally, all the participants were permanently employed at this organisation. Besides this, it was found that half of the participants had a university degree (50%) and the other half of the participants had a postgraduate qualification (50%). Lastly, the findings indicated that most of the participants worked for 11-15 years (50%) followed by 16-20 years (25%), 6-10 years (15%) and lastly 21 years and above (15%).

6.2 Objective 1: Impact of workplace discipline on organisational performance

As mentioned in chapter one, the overreacting aim of this study was to investigate the extent to which workplace discipline impacts on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. Using the thematic analysis, four themes were identified as the effects of workplace discipline on organisational performance namely compliance with organisational rules and regulations, improving organisational efficiency and effectiveness, improving employee and organisational performance and harmonising employee behaviours to organisational objectives. The findings are depicted in figure 6.1 below.

Figure 6. 1 Impact of workplace discipline on organisational performance
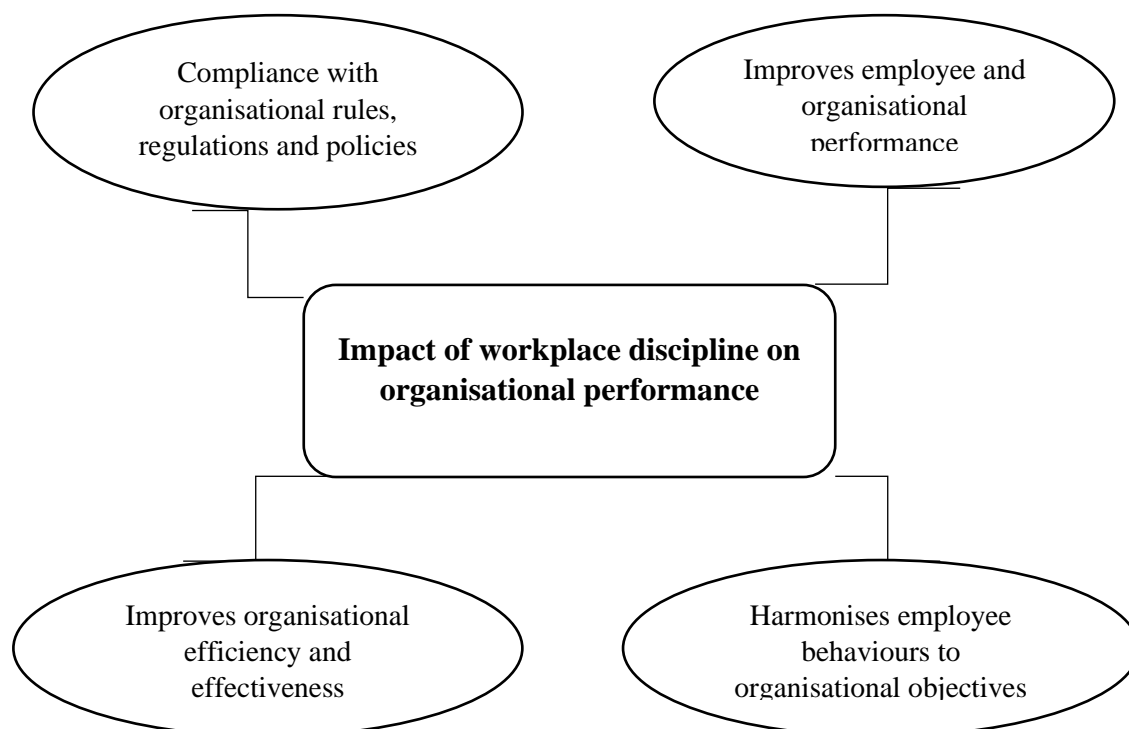
6.2.1 Compliance with organisational rules, regulations and policies

The majority ($N = 6$) of the participants expressed the view that workplace discipline is compliance with organisational rules and regulations. The participants also held the view that workplace discipline has the potential to improve organisational performance. The following were some of the quotes which supported this finding:

Well, for me, it is employees complying with or following company rules, regulations, policies and at the same time making sure that people who fail to comply, breach or transgress with the policies get disciplined. Our company also operates on a progressive discipline principle and makes sure that it is applied (Participant 1, Male).

According to my understanding, workplace discipline is more about compliance regarding the workplace rules and regulations that are enacted on the code of conduct and disciplinary code to ensure that the standards are met to achieve higher performance (Participant 3, Male).

I will say workplace discipline is a process, which is in place to bring either compliance or order when there is a violation of organisational policies, rules and regulations and code of conduct. Workplace discipline is a process that brings alignment between employee conduct and the organisation code of conduct (Participant 4, Male).

In terms of discipline, it is complying with the rules, regulations, policies and procedures of the workplace and obviously if you do not follow the policies, you have to be disciplined. This also sets an example so that other individuals understand that you cannot transgress and expect to get away with it; it is all about maintaining order and if you don't do that, there will be chaos in the company (Participant 6, Male).

Well, by the very nature of the word discipline, it entails people complying or conforming to a certain set of rules, regulations, policies, standards, requirements or norms but in this case, within the context of the workplace (Participant 7, Male).

I have served in this role for years and the main reason is exactly discipline. For me, workplace discipline is the rectification of employee behaviour to make them comply with company rules, regulations and policies. To align employee behaviour with company policies and code of conduct (Participant 8, Male).

However, other participants (*N* = 2) expressed a different view to those expressed by the majority. They rather indicated that workplace discipline should correct the behaviours of employees to improve their performance. Below are some illustrative voices as follows:

I will define workplace discipline as the disciplinary measures that are taken by the employer to correct behaviours of employees in the organisation to improve their performance (Participant 2, Male).

Well, workplace discipline is a process that is used to correct or control the behaviour of people in the organisation using policies and rules to maintain a very high standard of performance. Look, we are a chemical organisation, operating under dangerous situations and we cannot have people messing around, doing whatever they like. Things must be done by the book, otherwise, we will perish. Therefore, discipline ensures order in the workplace. My opinion is that a lack of discipline will bring the company to its knees. So, discipline is very important and is the absolute key (Participant 5, Male).

From the above discussions, it is clear that workplace discipline entails compliance with organisational rules and regulations.

6.2.2 Improves employee and organisational performance
With regards to improving organisational performance, most (*N* = 4) of the participants indicated that workplace discipline could improve organisational and employee performance. The following were some of the illustrative voices of the participants in this regard:

I think there are many different ways in which discipline affects performance and one perspective is people are afraid of being disciplined with regards to how they perform. Since employees are afraid of being disciplined, they are then motivated to ensure that their behaviour is in line with the policies of the company. In this way, discipline improves employee performance. If we have high performance in the organisation, then, we should not have to worry about discipline because employees know what is expected of them (Participant 1, Male).

I think it affects performance in an organisation but what I have observed is that it affects people differently. I have been a Head of Department and have witnessed situations where an employee is disciplined and they become influential in their job roles or change completely to be better employees after a disciplinary measure has taken place (meaning they end up being good performers or motivated to be good performers). On the other hand, I have come across situations where people take discipline very personal so much that they label it as if line

managers are targeting them, so that they start to be demotivated, so, in experience, it contributes to performance but it can go either way. Additionally, such a process must be conducted speedily (Participant 2, Male).

There is definitely a direct relationship between workplace discipline and organisational performance, in the sense that the main goal of the organisation is to improve its performance and generally to achieve its goals. This depends on the motivated employees doing what they are expected to do and when they are not doing what is expected of them, there has to be a measure to ensure that they get back in line and excel. In this way, discipline improves employee performance. Therefore, if they are not doing what they are supposed to do, it means they are incapacitated, so workplace discipline comes in to fix that problem to make them effective in their job roles. So, either an employee comes back in line or ship out due to poor performance. Therefore, employee performance and organisational performance are strictly governed by workplace discipline; there has to be discipline in the workplace for the organisation to excel, whether through increasing profits or achieving the goals and improving performance (Participant 3, Male).

I think for an organisation to perform consistently at a certain level, people must conform to a certain set of requirements. It could be standard operating procedure; it could be best operating procedures; it could also be rules on how they should conduct themselves in the organisation but all these requirements in terms of the regulations ensure that people consistently do a certain set of things. If the organisational processes are reliable, they have to be consistent and if there are consistent, they will need to be kept within a certain line and I think that's where workplace discipline comes in to sort of marrying the performance aspect with the consistency of what happens on a day-to-day basis (Participant 7, Male).

It can be deduced based on the quotes above that the majority of the participants are of the view that workplace discipline improves organisational performance. From the above discussions, the results were in line with the quantitative results as most of the participants indicated that workplace discipline improves organisational performance.

6.2.3 Harmonises employee behaviours to organisational objectives

Based on the results of the study, it was found that the impact of workplace discipline on organisational performance is to harmonise employee behaviours to organisational objectives. Three participants *(N = 3)* expressed their opinion that the impact of workplace discipline on organisational performance is to harmonise employee behaviours to organisational objectives. Below were some of the illustrative voices of the participants regarding harmonising employee behaviour to organisational objectives:

I have witnessed situations where some managers are not prepared to discipline employees and this affects the performance of the organisation because employees who fail to effectively conduct their duties must undergo discipline to improve performance. However, the bottom line is that workplace discipline must be intended at harmonising/matching employee behaviours to the objectives of the organisation to contribute to organisational performance (Participant 4, Male).

We work in an environment where there is a hierarchy, so you must accept that there is somebody above you who makes decisions that need to be followed and gives instructions on what is to be done. Sometimes people question that authority and managers make decisions not favourable to the majority of employees, which may create dissatisfaction. But, I believe that workplace discipline aims to harmonise or match employee behaviours to organisational objectives. So, I believe managers cannot make decisions based on their feelings; managers have to work on what's best for the company and cannot benefit one person to the detriment of the company. Overall, our disciplinary procedure is actually working because it is changing the employee behaviour and has positive results (Participant 5, Male).

The above quotes helped in drawing a general conclusion that workplace discipline has the potential to harmonise employee behaviours to organisational objectives. This finding is in line with the quantitative results.

6.2.4 Improves organisational efficiency and effectiveness

Based on the results of the study, it was found that the impact of workplace discipline on organisational performance is to improve organisational efficiency and effectiveness. Three participants (*N*=3) expressed their opinion that the impact of workplace discipline on organisational performance is to improve organisational efficiency and effectiveness. Below were some of the illustrative voices of the participants regarding improving organisational efficiency and effectiveness:

I think there are many different ways in which discipline affects performance and one perspective is that people are afraid of being disciplined with regards to how they perform. So, yes, discipline affects performance. If employees are aware that the organisation does not tolerate wrongdoing and expects improved efficiency and effectiveness, it changes the way employees conduct themselves in the organisation and work towards achieving the goals of the organisation (Participant 1, Male).

Sometimes people take to discipline the wrong way and whenever there is a discipline measure, it is like the individual never did anything wrong. Sometimes people make mistakes and we accept that people make mistakes and people see discipline as them being targeted or being attacked, whereas, the main goal of discipline is to improve organisational efficiency and effectiveness and not a tool to target or attack other employees (Participant 5, Male).

However, the bottom line is that workplace discipline must be intended to improve organisational efficiency and effectiveness to contribute to organisational performance and to improve efficiency and effectiveness of the organisation. This also ensures that the organisation maximises profits (Participant 6, Male).

The above quotes helped in drawing a general conclusion that workplace discipline has the potential to improve organisational efficiency and effectiveness. This finding is in line with the quantitative results.

6.3 Objective 2: Impact of workplace discipline on the employee relationships

As outlined in chapter one above, the second objective of this study was to identify the extent to which workplace discipline affects employee relationships. This section commences with the impact of workplace discipline on employee relationships. Using the thematic analysis, four themes were identified as the impact of workplace discipline on employee relationships namely promotes clarification of organisational policies and procedures, builds employee improved relationships, is a form of conflict resolution and builds tension among employees. The findings are depicted in Figure 6.2 below.

Figure 6. 2 Impact of workplace discipline on the employee relationships
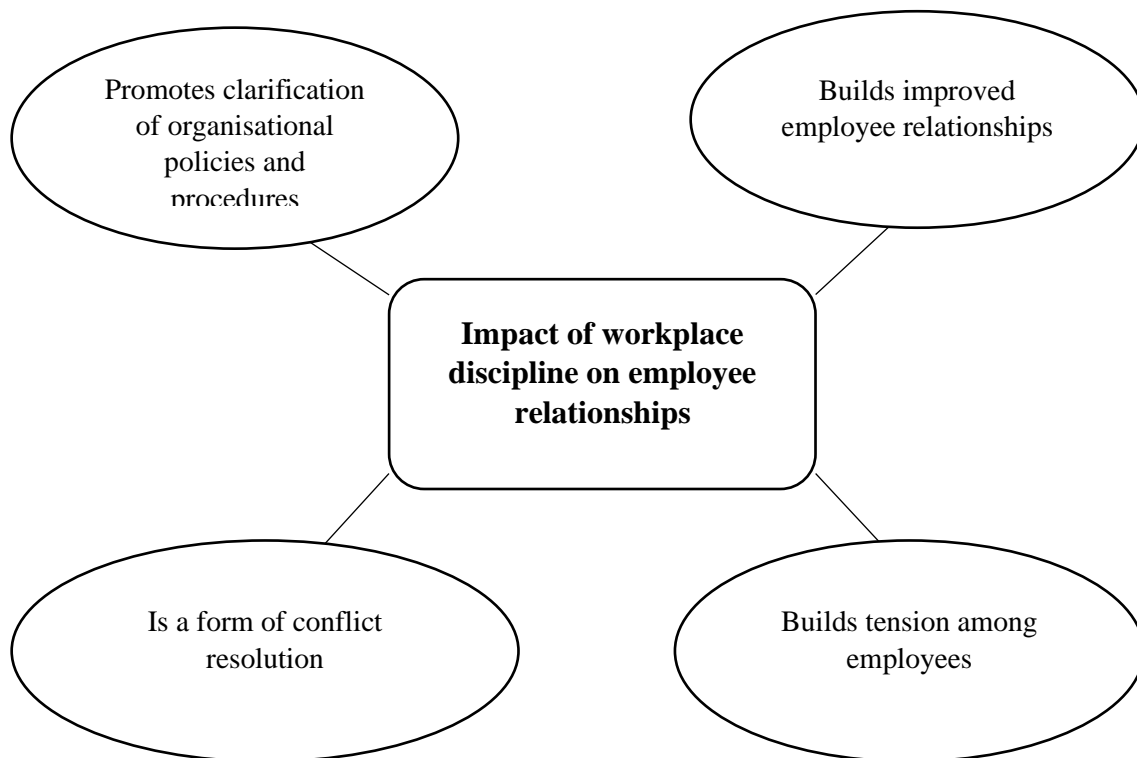
6.3.1 Builds improved employee relationships

More than half ($N = 5$) of the participants hold the view that workplace discipline builds employee improved relationships between employers and employees. The following were some of the illustrative voices of the participants which supported this finding:

We try to create a collaborative relationship with the other employees and work as one solid structure that ensures the company meets its goals. The aim is to maintain good employment relationships in the company and to ensure that the company achieves all its set targets and deadlines. Even union members are actually part of the company first before they are union members (Participant 1, Male).

In my view, workplace discipline should make sure that it unites employees in the organisation, builds quality employer-employee relationships and should be applied consistently but people should know that if they are doing something wrong, there are consequences for that (Participant 2, Male).

First and foremost, there is a relationship once the contract of employment is signed, which means employees are in a primary relationship with the employer. The secondary relationship has to do with the relationship from an employee with other external

stakeholders but all these relationships have to be governed by the code of conduct, which is translated into workplace discipline. So, workplace discipline ensures positive quality relationships in the workplace to meet the goals and standards of the organisation. Therefore, workplace discipline has a direct impact on other relationships that exist in the workplace. Otherwise, if there is no discipline in the workplace, the above relationships cannot be governed in the workplace. How the employer can achieve their goals and build quality interrelationships is through workplace discipline (Participant 3, Male).

I think it two ways; it could be both negative and positive impact: the positive in the sense that if within an organisation, discipline is enforced, it ensures that if everyone is complying everything goes smoothly, no one infringes on another person's right or another person's day-to-day requirements and brings order, quality employer-employee relationships as opposed to not having any sort of discipline where anyone can do anything so if that kind of set up exists, then, it makes it difficult for people to relate. For example, if there were no rules on sexual harassment or horseplay, even if people did what they wanted for the person doing it, it could be fine for you but for the person to whom it is happening to might not be good. So, if there is no sort of disciplinary conduct somehow, it would be difficult to maintain order and ultimately for everyone in the workplace to relate in a positive way (Participant 7, Male).

The opinions above underlined the impact of workplace discipline on employee relationships. It appears that more than half of the participants indicated that workplace discipline builds employee improved relationships. The results of this study reaffirmed the results of the quantitative study since the majority agreed that workplace discipline builds improved employee relationships.

6.3.2 Builds tension among employees

The study found that the impact of workplace discipline on employee relationships is that it builds tension among employees in the organisation. Based on the interviews, half (n=4) of the participants cited various reasons why workplace discipline builds tension among employees in the organisation. Below were the illustrative voices in this regard:

Well, for me discipline is not always the solution. Sometimes you need to mentor or coach the employee to create quality relationships with the employee. If every time you punish the employee, then, the relationship becomes negative and this creates tension and affects performance and motivation. Workplace discipline is there to correct employee behaviour to meet organisational goals, so, positive relationships must be maintained. If employees are

permitted to do as they like in the organisation, there is always going to be conflict because they have to ensure that they contribute towards meeting the objectives of the company. If they do as they like, it means they are not disciplined and this can create conflict because the manager has assigned them duties to do (Participant 4, Male).

The manager tries at the plant level to correct the employee behaviour and by the time they get to a disciplinary hearing, it is because they have had enough of employees and this may affect the employment relationships going forward and create tension in the workplace. They may be harsh feelings why they are being charged (Participant 5, Male).

What I have noticed is that you cannot maintain the same relationship after you discipline someone. It is always on the back of their mind that this person does not like me or treated me unfairly so at the end of the day it is all about doing the job because you come to work and get paid a salary and you got to deliver on whatever that you are asked to do. So, we got to set aside personal feelings and do the job but the relationship will never be the same after discipline has taken place and this creates tension among employees in the workplace (Participant 6, Male).

Taking into consideration that employees take discipline personally, this might create a conflict between the employee and the employer during and after the disciplinary process and this conflict creates tension and a negative employment relationship because the employee feels like they are being targeted. Employees do not want to undergo discipline because they view it as punishment. With this in mind, discipline is not always the solution; some employees just need mentoring and coaching to improve their performance (Participant 8, Male).

From the above illustrative voices, it can be concluded that workplace discipline builds tension among employees. The researcher's thoughts and observations on this finding were that most of employers use discipline as a tool to punish employees. If therefore discipline is used as a punitive tool, it will cause conflict and tension among employees.

6.3.3 Promotes clarification of organisational policies and procedures

The study also found that workplace discipline promotes clarification of organisational policies and procedures. Based on the interviews, most (n=5) of the participants have cited various reasons why workplace discipline promotes clarification of organisational policies and procedures. Below were the illustrative voices of the participants in this regard:

Well, I think, firstly, there needs to be clarity and understanding of company policies and procedures. I think if everybody understands the policies and procedures, they will appreciate the discipline and employers should not discipline for the sake of discipline. Discipline must be invoked only when there is a need for it (Participant 1, Male).

I believe that, firstly, the organisation should be transparent in terms of its policies. Employees should know what is right, what is wrong or expected of them. Policies, rules and regulations should be communicated clearly to employees so that they know; it must not come as a surprise to employees that they are now being disciplined and they did not know the rules. This should start from the time the employee joins the organisation up to the time that they become part of business and should be an ongoing awareness so that they are aware (Participant 2, Male).

The best strategy is to have a clear code of conduct, policies, rules and regulations to create an environment that delivers what employees want because, without a code of conduct, employees can do as they like because they are not governed by any code of conduct and you cannot discipline them since there is no rule of law that governs the employees. In addition, train everyone in the organisation about the code of conduct and its significance and the rules and regulations of the organisation, to say this is how things are done in this organisation, failing of which you will have a banana republic of an organisation where people do as they like. Teach and train employees about what is expected of them in terms of the rules of the organisation, what are those rules and let other stakeholders know about the code of conduct so that they must know how to behave when on the premises of your organisation (Participant 3, Male).

I think the company needs to ensure that it communicates all its rules and policies to employees through coaching and mentoring. Employees need to be aware that they are always consequences when they break the rules of the organisation. Employees need to know how they should conduct themselves in the organisation. Managers also need to play their part by grooming and mentoring to build trust (Participant 4, Male).

The best strategy, I would say the individual needs to understand why they are in the situation in the first place, sometimes, it's because they are not aware of rules and policies. But, normally, when I conduct disciplinary procedures, I make sure that the offender understands why they are sitting in this situation in the first place and I take my time explaining to them why I've made a decision that I've made. It is also important to explain to the offender that discipline is not personal; it is only because the policy is X and they did Y and that's why they are disciplined (Participant 5, Male).

From the illustrative voices above, it can generally be accepted that the impact of workplace discipline on employee relationships is to promote clarification of organisational policies and procedures.

6.3.4 Workplace discipline is a form of conflict resolution
The findings of this study revealed that a workplace discipline is a form of conflict resolution. Based on the interviews, less than a half ($N = 3$) of the participants said that workplace discipline may be used as a form of conflict resolution. Below were illustrative voices which supported this finding:

If someone does something against the rules either willingly or unwillingly, you got to discipline that individual to resolve any form of conflict because discipline works to limit any conflict that could potentially arise and the consequences of that are because we have the sanction table that we have to follow so all you can do is to keep engaging with those individuals and try to explain to them that something might have happened but how can we find a way to work better together going forward despite what happened (Participant 6, Male).

Okay, I would say that discipline is a form of conflict resolution between the parties in the sense that both parties must be willing to treat each other with respect and find a common ground and understanding and they must be truthful about what is bothering them because discipline focuses on solving the conflict that could arise (Participant 7, Male).

Let me tell you what the company thinks and what I think. The company thinks of running surveys to find out where the issues those employees are and are there any gaps that need to be filled. I believe that discipline is a form of conflict resolution between the parties because it provides a clear guide as to how to resolve the conflict between employees. It encourages employees to follow company rules, regulations, policies and procedures and resolve conflicts in accordance with company policies (Participant 8, Male).

From the illustrative voices above, it can generally be concluded that workplace discipline is a form of conflict resolution between the parties in the employment relationship. The results of this study also supported the results of the quantitative study.

6.4 Objective 3: Factors that affect workplace discipline

As mentioned above, the third objective of this present study was to identify the factors affecting workplace discipline at Sappi Saiccor, Umkomaas. Using thematic analysis, four broad themes were identified as factors that affect workplace discipline namely: inconsistencies in policy interpretation and application, poor communication, favouritism and unfairness and inconsiderate trade union interventions. The findings are also shown in Figure 6.3 below.

Figure 6. 3 Factors that affect workplace discipline
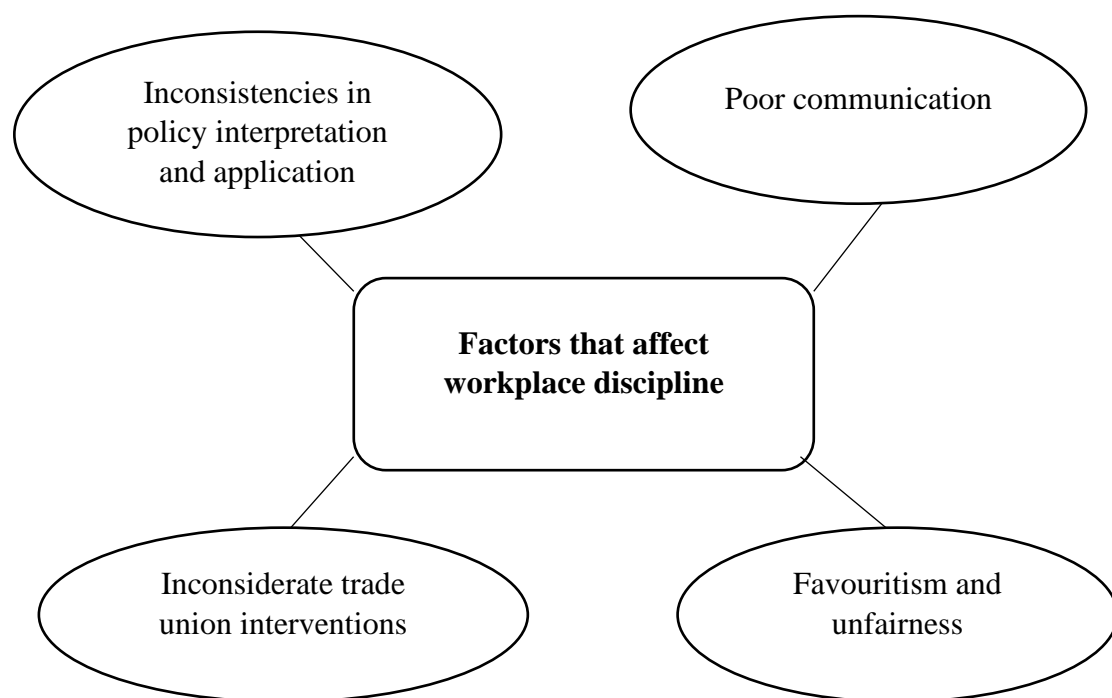
6.4.1 Inconsistencies in policy application and interpretation

With regards to inconsistencies in policy interpretation and application, most ($N=7$) of the participants indicated that inconsistencies in policy interpretation and application could affect workplace discipline. The following were some of the illustrative voices of the participants in this regard:

I think it is applying policies consistently and of course, not humiliating employees through discipline, you know, so, I think the dignity of employees must be preserved during times of discipline. The majority of employees look for inconsistency in the application of policies and can hold it against the employer and ultimately get away unpunished (Participant 1, Male).

...In addition, consistency, that is, having managers who cannot apply company policies, rules and regulations (discipline) in a consistent way affects the disciplinary process. Consistency is key and managers must apply disciplinary measures the same way to all employees (Participant 2, Male).

Firstly, I think is a lack of rules and regulations because remember we said workplace discipline implies compliance with organisational rules, so, if there are no rules that will affect workplace discipline…. Having managers that are not clear about the rules of the organisation, their roles and responsibilities with inappropriate management practices and who cannot practice the consistency of discipline in their organisations, managers who fail to apply discipline consistently to all employees. Having employees themselves who are not clear about the code of conduct of the organisation and the result is that the organisation cannot achieve its goals and maximise profits. This may lead to retrenchments and create unemployment that the country is facing as the major issue as a result of lack of discipline (Participant 3, Male).

For me, I would say employees who have committed a misconduct must be disciplined the same way and consistently. Employees note how they are disciplined and how the other offenders are disciplined and if a manager is not consistent, conflict is created. I also feel that discipline must be conducted in a private setting so that offenders do not feel humiliated (Participant 5, Male).

We got a written procedure that we follow and if a procedure is not followed, obviousl,y there won't be a fair or consistent disciplinary process. The facilitator ensures that the process is conducted fairly and consistently (Participant 6, Male).

What affects discipline is favouritism which talks to consistency and the fact that there is a human element involved. Sometimes discipline is not really enforced the way it is supposed to. For example, if I have a friend of mine outside but in the organisation, he is my subordinate and if I am supposed to discipline that person, I might not really apply the Code the way it is supposed to be done, so, I think the human element also impacts discipline which

talks to consistency. Other than that, unfairness also affects workplace discipline in the organisation (Participant 7, Male).

Discipline must be administered consistently and I have realised that what most employees look for is - consistency. They want to know if the other offender was disciplined the same way as they were disciplined (Participant 8, Male).

From the above illustrative voices, it can be deduced that one of the factors that affect workplace discipline is inconsistency in policy application and interpretation. The results of this study are in line with the results of the quantitative study where the majority of the participants agreed that managers and supervisors are not consistently neutral when applying and administering discipline.

6.5.2 Poor communication

The findings of this study also suggested that poor communication is another factor that affects workplace discipline at Sappi Saiccor, Umkomaas. Nearly all (*N* = 7) participants have expressed the view that poor communication affected workplace discipline. The following were some of the illustrative voices of the participants in this regard:

...I also think discipline can be affected if there is a gap in communication between employees and management, so, there has to be effective communication during disciplinary processes (Participant 1, Male).

I think there must be structured policies that must be followed and these must be communicated adequately in advance to employees. It is unfair to discipline employees if the company policies have not been communicated to them (Participant 2, Male).

Disciplinary processes can also be affected if there is a lack of communication between employer and employee. I would say discipline sets the precedent and employees are aware of what would happen to them if they transgress company policies (Participant 4, Male).

There could be various factors; there could be a misunderstanding or a lack of effective communication between the parties in the whole process and sometimes it could be that the manager does not like the employee. We got a written procedure that we follow and if a procedure is not followed, obviously, there won't be a fair or consistent disciplinary process. The facilitator ensures that the process is conducted fairly and consistently (Participant 6, Male).

Also, giving harsh punishments for minor offences might affect discipline; the fairness of discipline must be upheld. A lack of communication during the disciplinary process might affect discipline (Participant 8, Male).

From the quotes above, it can be deduced that poor communication during the disciplinary process affects discipline. The researcher's thoughts on this finding were that communication is key during disciplinary process and if there is lack of it, disciplinary process will not be effective. The results reaffirmed the results of the quantitative study, as the majority of the participants indicated that poor communication during the discipline process can affect the proper handling of discipline.

6.5.3 Favouritism and unfairness

The study also found that favouritism and unfairness affect workplace discipline. Based on the interviews, half ($N = 4$) of the participants have cited various reasons why favouritism and unfairness affect workplace discipline. Below were the illustrative voices of the participants in this regard:

The main factor I would say is favouritism meaning that you become too friendly to your employees and end up not drawing the line of when to make a decision of disciplining them. I have seen cases where managers struggle to discipline their friends and relatives for improper behaviour during company hours. And, also, the fairness of discipline actually affects discipline. If certain employee transgresses the rules, you give them harsher punishments but when the same rules are broken by the other employees, you become lenient or give lighter punishments (Participant 4, Male).

What affects discipline is favouritism and the fact that there is a human element involved. Sometimes discipline is not really enforced the way it is supposed to, for example, if I have a friend of mine outside but in the organisation, he is my subordinate and if I am supposed to discipline that person, I might not really apply the Code the way it is supposed to, so, I think the human element also impacts discipline, which talks to consistency. Other than that, the unfairness also affects workplace discipline in the organisation (Participant 7, Male).

...Also, giving harsh punishments for minor offences to some employees and not giving punishments at all to other employees might affect discipline; the fairness of discipline must be upheld (Participant 8, Male).

From the illustrative voices above, it can be deduced that favouritism and unfairness affect discipline in the organisation. The results also supported the results of the quantitative study

since most of the participants indicated that favouritism and unfairness affect discipline at Sappi Saiccor, Umkomaas.

6.5.4 Inconsiderate trade union interventions

The study also revealed that inconsiderate trade union interventions affect workplace discipline at this organisation. Half ($N = 4$) of the participants expressed their opinion that workplace discipline is also affected by inconsiderate trade union interventions. The following were some of the illustrative voices in this regard:

Also, having trade unions that at times defend employees who are on the wrong instead of channelling them rightly, meaning making them see their mistakes. This affects the manner in which employees comply with policies and regulations in the organisation (Participant 2, Male).

I also think about having trade unions that defend employees even when they are not supposed to, encourages employees not to follow organisational policies and regulations because they know they will be defended any way by the trade unions (Participant 4, Male).

I think trade unions themselves must also encourage employees to comply with organisational rules and policies and not allow them to do as they like in the organisation and hope to get away with it because they know they will be represented (Participant 7, Male).

From the above illustrative voices, it can be deduced that workplace discipline is also affected by inconsiderate trade union interventions. The researcher's observation from the illustrative voices was that the trade unions usually put the interests of employees first and will defend employees even when they are not supposed to. This affects discipline in the organisation.

6.6 Objective 4: Factors that enhance organisational performance

The fourth objective of this study was to identify factors that can enhance organisational performance at Sappi Saiccor, Umkomaas. Using thematic analysis, two, main broad themes (financial and non-financial factors) were identified as factors that enhance organisational performance. The financial factors were remuneration and working conditions. The non-financial factors were effective communication, a conducive working environment and recognition and appreciation. The financial factors were first presented followed by the non-financial factors. The findings are presented in Figure 6.4 below.

Figure 6. 4 Factors that enhance organisational performance
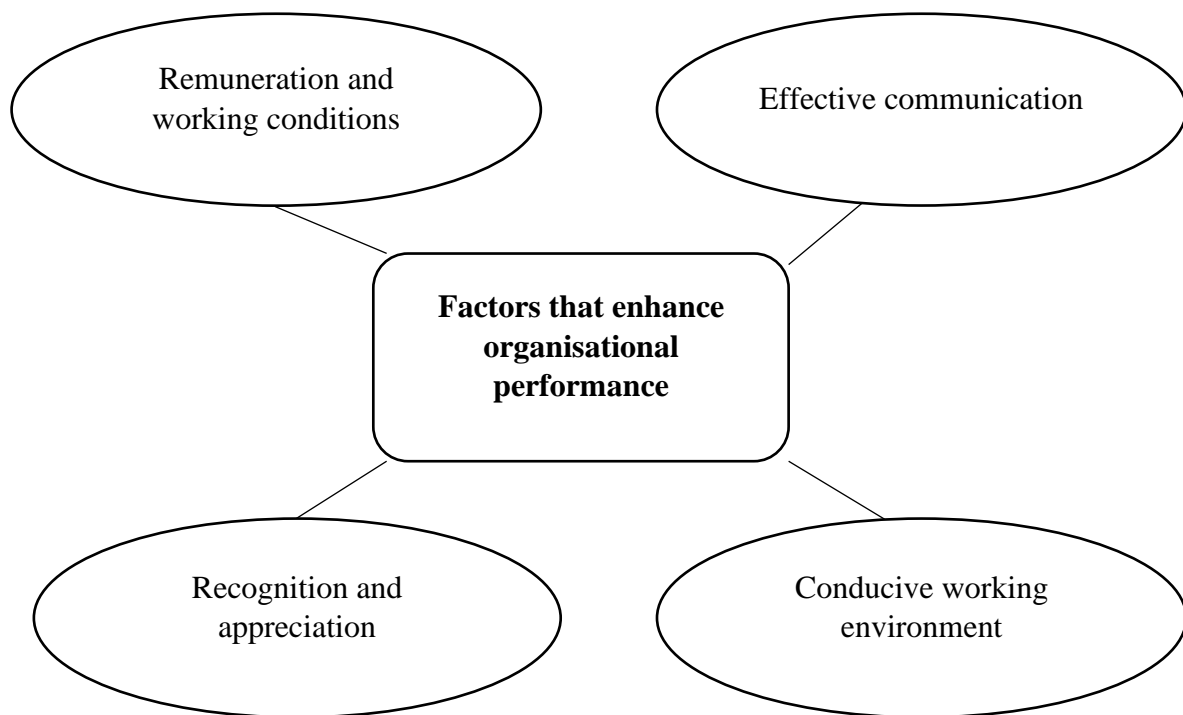
6.5.1 Financial factors that enhance organisational performance
The study identified two main financial factors that enhance organisational performance at Sappi Saiccor, Umkomaas. These factors include remuneration and working conditions.

6.5.1.1 Remuneration and working conditions
The study found that remuneration and working conditions are major financial factors that can enhance organisational performance at Sappi Saiccor, Umkomaas. Concerning the interviews, the majority ($N = 7$) of the participants expressed the view that remuneration and working conditions are important factors that enhance organisational performance. The following were some quotes that supported this finding:

Well, for me I think offering employees good salary packages, compensation, bonuses and incentives can encourage employees to work harder. Besides good salary packages, employers must improve the working conditions of employees. When the working conditions are improved, employees become satisfied and this can impact positively on their performance (Participant 1, Male).

If employees are paid well, bonuses are linked to performance and to pay them on time because they can be demotivated if they are not paid on time. Also, employers must provide better working conditions to improve performance. Working conditions are a whole package on their own. For example, there are allowances, benefits and other emoluments as part of the working conditions. Therefore, improving these will enhance performance in the organisation and yeah, those are the two main factors I can think of (Participant 2, Male).

Firstly, a high performance culture must be created in the organisation to maximise profits and that is when you start rewarding them for meeting targets. Obviously, when the organisation is doing well, the profits will go up and that will result in increased remuneration and incentives for the employees such as bonuses, allowances and other benefits. Nevertheless, it begins with creating a high performance culture first, then gives them incentives. It can also lead to promotions because employees are doing well and they are paid better wages and salaries. This will result in higher motivation for the employee and that will enhance performance and also attract top talent (Participant 3, Male).

Well, people are here because of money, so, you have to pay them well and give them bonuses, incentives and allowances and do this on time. There is a saying that goes: if you want people to work well, pay them well. A delay in payments can actually demotivate employees and not perform to a high standard and also, improving the working conditions. Improvement in working conditions promotes satisfaction among employees and this satisfaction goes a long way in promoting good performance (Participant 4, Male).

Nobody has enough money but employees would appreciate better payments of salaries and conducive working conditions. However, financial incentives are short term solutions for after they are finished, they will demand more incentives. Working conditions also need to be taken into consideration because if they are improved, it will address agitation among employees (Participant 5, Male).

When it comes to financials, it is not an easy one because everyone wants more money because they feel they are doing more than others and need to get paid more than others. That's always a discussion but I think what is difficult to manage is having to set objectives and targets for each individual and to have regular conversations about meeting these objectives and targets. Whilst the individual might feel they are achieving those objectives and targets, from the managers' point of view, they have a different perception of how they are behaving. In most cases, we try and do, we try and setup theme so that they are

measureable and not subjective in any way. When it comes to measuring their performance, it is based on the figure that is calculated and then, you can see how well they are doing based on the objectives (Participant 6, Male).

Offer employees good salaries and incentives and also improve the working conditions. Good salaries improve their motivation to achieve organisational goals (Participant 8, Male).

The illustrative voices above suggested that remuneration and better working conditions enhance organisational performance at Sappi Saiccor, Umkomaas. This finding also confirmed the results of the quantitative study as the majority of the participants agreed that remuneration and working conditions enhance organisational performance.

6.5.2 Non-financial factors that enhance organisational performance
Using the thematic analysis, several factors were identified under the non-financial factors as responsible for enhancing organisational performance. As noted above, these factors include effective communication, a conducive working environment and recognition/appreciation. The findings are presented below.

6.5.2.1 Effective communication
It was found that effective communication is one of the main non-financial factors that enhance organisational performance. The majority ($N=5$) of the participants expressed the view that effective communication is important to enhance organisational performance at Sappi Saiccor, Umkomaas. Below are some of the quotes which supported this finding:

I think there is plenty, including manager-employee relationships, trust, and effective communication that flow freely from the manager to employees, creating an environment that allows employees to perform up to their standard (Participant 1, Male).

Obviously, the initial one is an obvious one (financial factors), especially when dealing with employees of a lower level, their expectation is financial rewards but the highly skilled employees would prefer effective communication among all the stakeholders within an organisation for the organisation to achieve its goals and standards. Such skilled employees know that communication plays a vital role in the accomplishment of goals in the organisation. A lack of communication might lead to employees not understanding the instructions of the employer and that may impact on performance (Participant 3, Male).

Maintain good communication with your crew in the organisation so that everyone is aware of what is expected of them and how they should go about performing their tasks.

Communicate feedback to employees on how they have actually performed in their section, analyse gaps and close them (Participant 4, Male).

There must be effective communication so that instructions can flow from managers to employees easily (Participant 8, Male).

It can be concluded based on the above quotes that effective communication enhances organisational performance at this organisation. The results confirmed the results of the quantitative study as most of the participants agreed that effective communication promotes organisational performance.

6.5.2.2 Conducive working environment

It was found that a conducive working environment is one factor that can enhance organisational performance. The majority ($N = 5$) of the participants recommended that a conducive working environment at Sappi Saiccor, Umkomaas, is necessary to impact on organisational performance. Here were some quotes which supported this finding:

I think there is plenty including creating a conducive environment that allows employees to perform up to their standard manager-employee relationships, trust, effective communication that flows freely from manager to employees. The organisation can create a very conducive working environment for employees where every employee is comfortable with the tools and facilities that he/she works under. It is not only about salaries being paid every month but the working environment must be conducive as well. Tools and facilities that facilitate work must be provided and once these are provided, workers will feel comfortable at work and there will be no issue of lacking this and that (Participant 1, Male).

In addition, employees must work in a space that is convenient and favourable, which talks to a conducive working environment. Aside from remuneration and condition of work, I think that a conducive working environment is very important. Money alone cannot give you total satisfaction. You need some comfort as well when you are working. Imagine that in this office, there is no air conditioner and computer, how can I work? One needs all these facilities to enable him to work (Participant 2, Male).

More skilled workers also demand to work in a conducive working environment. An environment that is not conducive to working may lead to work stress and major errors committed by employees; hence, a conducive working environment must help curb these errors (Participant 3, Male).

To make employees work in an environment that is more user friendly or convenient and communicate with them on a constant basis (Participant 4, Male).

Non-financial factors that enhance performance could be motivation. The ability to keep the workforce consistently engaged ultimately contributes to the overall performance, also things like creating a conducive working environment can help improve performance and the actual culture of the organisation ... strategy of the organisation. (Participant 7, Male).

Employees must work in a conducive working environment. Creating an enabling working environment is important because it promotes peaceful working relationships. This means that when there is a peaceful atmosphere at the workplace, it helps address laziness and poor performance (Participant 8, Male).

It can, therefore, be deduced that a conducive working environment is one of the factors that can enhance organisational performance at Sappi Saiccor, Umkomaas. The results of this study are supported by the results of the quantitative study as the majority of the participants agreed that a conducive working environment improved organisational performance.

6.5.2.3 Appreciation and recognition

The study also found that the employer's ability to appreciate or recognise employees can enhance organisational performance at Sappi Saiccor, Umkomaas. With regards to the interviews, most ($N = 4$) of the participants are of the view that employers must recognise and appreciate employees to enhance their performance. The following were some of the quotes which supported this evidence:

I will say recognition and appreciation, I mean to recognise and appreciate an employee you do not have to pay them but recognising them and acknowledging them for good performance. Once employees feel recognised, they will continuously add value because they know their work is being noticed. It is very important to appreciate or recognise employees for the good work they do and this recognition goes a long way (Participant 2, Male).

Show appreciation and recognise employees who contribute to the success of the organisation. Employees feel motivated when they are recognised and appreciated. Also, not making promises to employees about things that you cannot fulfil as a manager (Participant 4, Male).

Show appreciation for what employees do and allow them to operate in a conducive environment. Each one of the employees needs to understand their role in the company.

There is no one more important than the next person, whether a GM or a general worker. Everybody has their unique role to perform. Make people feel important and feel part of the system instead of giving them incentives/bonuses (Participant 5, Male).

I think recognising and appreciating people for going the extra mile definitely give them a good feeling and could possibly enhance their performance and also allow them to work in an environment where they can meet the targets of the company. This, therefore, means that employers must appreciate or recognise their employees to boost motivation and enhance their performance to contribute to the effectiveness of the organisation. Sometimes the reason for poor performance is because employees know that they are not appreciated or recognised so why bother working extra hard (Participant 6, Male).

It can be concluded based on the quotes above that recognising and appreciating employees enhance organisational performance. The results of this study are confirmed by the results of the quantitative study as the majority of the participants agreed that recognition and appreciation enhance organisational performance.

6.6 Objective 5: The impact of COVID-19 on organisational performance

The fifth objective of this study was to identify the impact of COVID-19 on organisational performance. Using thematic analysis, four themes were identified as the impact of COVID-19 on organisational performance namely reduced output by employees, emotional and mental shock, work setup readjustments and deprived social support and employee wellness. The results are shown in Figure 6.5 below.

Figure 6. 5 The impact of COVID-19 on organisational performance

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  ┌─────────────────────┐        ┌─────────────────────┐
 (  Reduced work output  )      (  Emotional and mental )
 (     by employees      )      (        shock          )
  └─────────────────────┘        └─────────────────────┘
              \                          /
               \                        /
             ┌───────────────────────────┐
             │   Impact of COVID-19 on    │
             │      organisational        │
             │       performance          │
             └───────────────────────────┘
               /                        \
              /                          \
  ┌─────────────────────┐        ┌─────────────────────┐
 (  Deprived social      )      (    Work set-up        )
 ( support and employee  )      (   readjustments       )
 (      wellness         )      (                       )
  └─────────────────────┘        └─────────────────────┘
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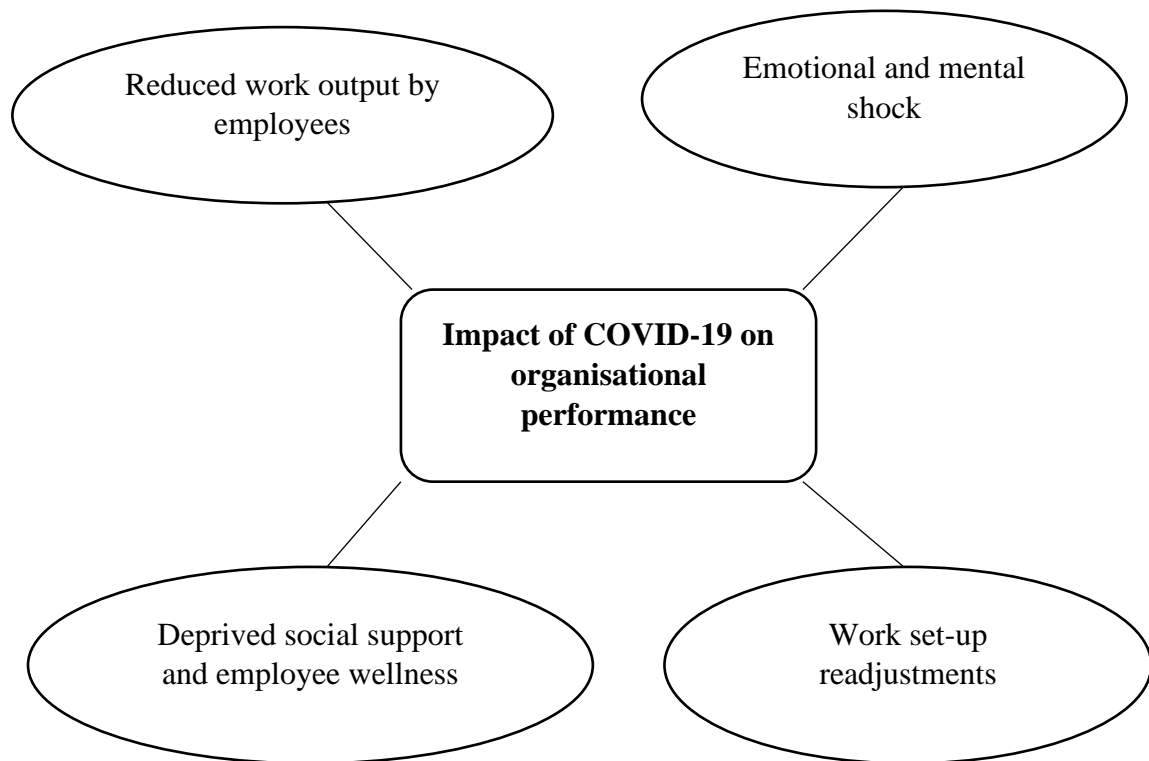
6.6.1 Reduced work output by employees

The study found that the impact of COVID-19 reduced work output by employees at Sappi Saiccor, Umkomaas. The majority ($N = 7$) of the participants suggested that the impact of COVID-19 on organisational performance was to reduce work output by employees, which talks to poor performance at Sappi Saiccor, Umkomaas. The following were some of the quotes which supported this finding:

Look, COVID-19 just put a dark cloud over the entire country and the world. I think under performance perspective, it made people very afraid to act the way they used to and negatively affected the way they used to perform. Due to COVID-19 restrictions, the majority of employees could not work from home and it affected their performance. Employees are still trying to adapt to the electronic and digitalisation of the workplace and there are still challenges (Participant 1, Male).

Yah, the impact has been negative due to COVID-19; we have seen a lot of poor attendance because of fear of COVID-19, which affected employee performance and we have seen people working but not in a good state of mind because of what is happening in their homes

as relatives are passing away or they are sick. Also, having employees who are scared because they do not know what might happen to them (Participant 2, Male).

COVID-19 is a pandemic that affects all of us. It affected the whole world; it came down to the entire country, then to individual organisations because the entire world had to shut down. So, the impact of COVID-19 on the individual organisation was to stop employees from conducting their duties and responsibilities effectively. Employees could not go to work and were expected to work from home. Some employees could not perform their duties because they were in a space that is not conducive for them, even some were provided the tools to work from home. So, employees found themselves in a space where they could not perform simply because the environment in which they worked was not conducive for work. In addition, employees could not perform due to the fear that COVID-19 brought to their lives (Participant 3, Male).

There was definitely an impact of COVID-19; financially from a company's point of view, we lost a lot of business; it changed the way in which we conduct business; it created uncertainty and fear among employees, which affected negatively their performance (Participant 5, Male).

Critically, I would say even though employees are here for work, there is also a home aspect (where they come from) that can't be ignored. There is quite a number of employees who have lost direct relations with friends or whatever or indirectly impacted from a social circle perspective so that also impacts their performance within a workplace and the extra set of rules and regulations that were expected to adhere to, for example wearing masks and sanitising. Guys in the plant spend the day running around up and down and they complained that it is hard to breathe with the masks on; if I put safety glasses, they fog out and employees cannot see properly. So, that also slowed down how quickly people can work and then there is sometimes shuts in the plants and then there are contractors and lot of people working closely to one another. So, in trying to adhere to COVID-19 regulations, work has been slowed down because those people try to ensure that they are apart at least 2 metres that also impacted performance in terms of how quick work is being completed (Participant 7, Male).

There was high absenteeism because employees are scared of the virus and this affected the way they perform their duties; we did not have enough manpower. The majority of employees struggled to work from home and could not meet deadlines (Participant 8, Male).

From the illustrative voices above, it can be concluded that COVID-19 reduced work output by employees. The results of this study agreed with the results of the quantitative study since most of the participants indicated that reduced work output by employees affected negatively the performance of employees.

6.6.2 Emotional and mental shock

The study found that COVID-19 created emotional and mental shock among employees at this organisation. The majority ($N = 7$) of the participants held the view that the COVID-19 created a mental and emotional shock among employees at Sappi Saiccor, Umkomaas. The proceeding illustrative voices of the participants supported this finding:

People are scared that they may contract the virus and they were not in good emotional state to perform their duties (Participant 1, Male).

Employees working under terrible state of mind not just in the workplace but even outside, they come to work carrying all the sadness. I mean, we have had employees telling us that they have lost like three/four family members within a space of week, so, it's been terrible (Participant 2, Male).

COVID-19 caused fatigue because fewer employees had to carry out a number of tasks. The majority of employees were not in a good state of mind due to COVID-19 restrictions and working from home (Participant 4, Male).

The employees were not in a good mental state to conduct their activities due to losing family members. The state of mind of employees was affected and this affected their performance (Participant 5, Male).

A lot of people had fears and stress of contracting the virus and it was a natural fear everyone had, so, we could as much as possible give them as much protection (masks, sanitisers and PPE's,) all the information and knowledge sharing. We tried to keep them up to date as much as possible so that we calm them in terms of their fears (calm them down) (Participant 6, Male).

In terms of employee welfare, the biggest issue that I can think of is perhaps during the start of COVID-19, the first wave and second wave, first there was a lot of fear in terms of personal well-being if I continue to come to work and hearing people are dying due to COVID-19 and here I am coming to work so that's a well-being aspect for me and quite a lot

of employees have been infected whether outside or where ever but it also has been difficult to maneuver the workspace, the home life and it's been difficult (Participant 7, Male).

We were all scared of COVID-19 and the passing away of family members due to COVID-19 created stress among employees. Most employees were not in a good state of mind to perform their responsibilities. It's been terrible (Participant 8, Male).

The illustrative voices above revealed that COVID-19 caused mental and emotional shock among employees at the organisation.

6.6.3 Work setup readjustments

It was found that COVID-19 caused work setup readjustments at this organisation. Based on the interviews, the majority ($N = 7$) of the participants expressed the view that COVID-19 caused work setup readjustments at the organisation. The participants believed that COVID-19 changed how work was done including having fewer employees on-site while others work from home and separating people who were on-site by creating more shifts.

I will look at what we have done in this company. We have ensured that we keep our employees safe and we have rolled out a survey in the beginning to ensure that people understand COVID-19, its impacts and how it can affect them. We educated employees about COVID-19 and kept constant communication around the virus. We compiled reports of people who had been affected already so that others could know how they contracted the virus. The company raised awareness about COVID-19 and encouraged working from home. To the employees who were required, we doubled our transport so that we could half the number of people in taxis. Since we are a chemical organisation, we made our sanitizer and were distributed around all the buildings on site and was distributed around the country as well (Participant 1, Male).

I think the strategies that can be employed by the organisations listen closely to what the government is saying and the promulgation of the disaster management act to try and minimise unnecessary expenses in the organisation. If the organisation is operating in a bigger space, negotiate and move to a smaller space because there have to be very few people who come to work while others work from home. In organisations where there are shifts, those must be minimised as well due to social distancing (Participant 3, Male).

The strategies that were put in place were to train our employees on how to keep themselves safe during the pandemic. Only a few essential employees came on-site; the rest were working from home. We raised awareness about the pandemic and communicated as much

information about it and how it can be avoided. We also screened everyone who entered the premises of the company and symptomatic employees were encouraged to stay home (Participant 4, Male).

What we have done as a company is, we don't want to go against what the government is saying. What we have done is to follow the government regulations and do more. If the government says only 50% of employees on-site, we go for 25%, making it more strict and controlled making sure that people understand the pandemic and how to keep themselves safe (Participant 5, Male).

Most importantly, we tried to separate the people and we created two shifts, 6-2 shift and 2-10 shift so to keep people apart as much as possible. The other strategy was to move people apart from their offices so that they could sit apart. We also made sure that there was a partition to make sure that people have or wear masks, sanitisers and all the necessary PPE's. We found that most of the infections happened off-site more than on-site particularly during the second wave of COVID-19 (Participant 6, Male).

Since we could not have a 100% capacity, we hired more transport to take people to their places of work and their homes, so we doubled the amount of transport to get people to work and to ensure social distancing of employees. We also extended the separation of shifts. I have not seen my employee who works with me in three weeks; it shows now that there is separation because of shifts. Further, the company has also raised awareness and communicated all the necessary information about the COVID-19 and how to stay safe. We have also made our sanitizers as we are a chemical company (Participant 8, Male).

From the illustrative voices above, it can generally be deduced that COVID-19 affected work setup readjustments at the organisation.

6.6.4 Deprived social support and employee wellness
The study found that COVID-19 deprived employees of social support and wellness at this organisation. Half ($N = 4$) of the participants held the view that the COVID-19 deprived employees of social support and wellness at Sappi Saiccor, Umkomaas. The proceeding illustrative voices of the participants supported this finding:

Employees working under a terrible state of mind not just in the workplace but even outside; they come to work carrying all the sadness; I mean we have had employees telling us that they had lost like three/four family members within a space of a week, so, it's been terrible (Participant 2, Male).

Stress levels were higher; they were scared of contracting the COVID-19 and on the other hand, they were expected to perform and meet deadlines. The stress levels negatively affected their performance. The number of EAPs increased over the months from March until to date because employees are experiencing personal problems and wanted help regarding their personal problems. Most employees are not used to working closely with their spouses and doing the work at home (Participant 3, Male).

COVID-19 caused fatigue because fewer employees had to carry out a number of tasks. The majority of employees were not in a good state of mind due to COVID-19 restrictions and working from home (Participant 4, Male).

We were all scared of COVID-19 and passing away of family members due to COVID-19 created stress among employees. Most employees were not in a good state of mind to perform their responsibilities. It's been terrible (Participant 6, Male).

From the illustrative voices above, it can be concluded that COVID-19 deprived employees of social support and employee wellness. The results of this study agreed with the results of the quantitative study since most of the participants indicated that COVID-19 deprived employees of social support.

6.7 Objective 6: Recommendations on how workplace discipline can improve organisational performance

The last objective of this study was to identify the recommendations on how workplace discipline can improve organisational performance. Using thematic analysis, several themes were identified under recommendations on how workplace discipline can improve organisational performance. The themes identified were: consistency and fairness and proper communication of rules and regulations. The results are depicted in figure 6.6 below:

Figure 6. 6: **Recommendations on how workplace discipline can improve organisational performance**
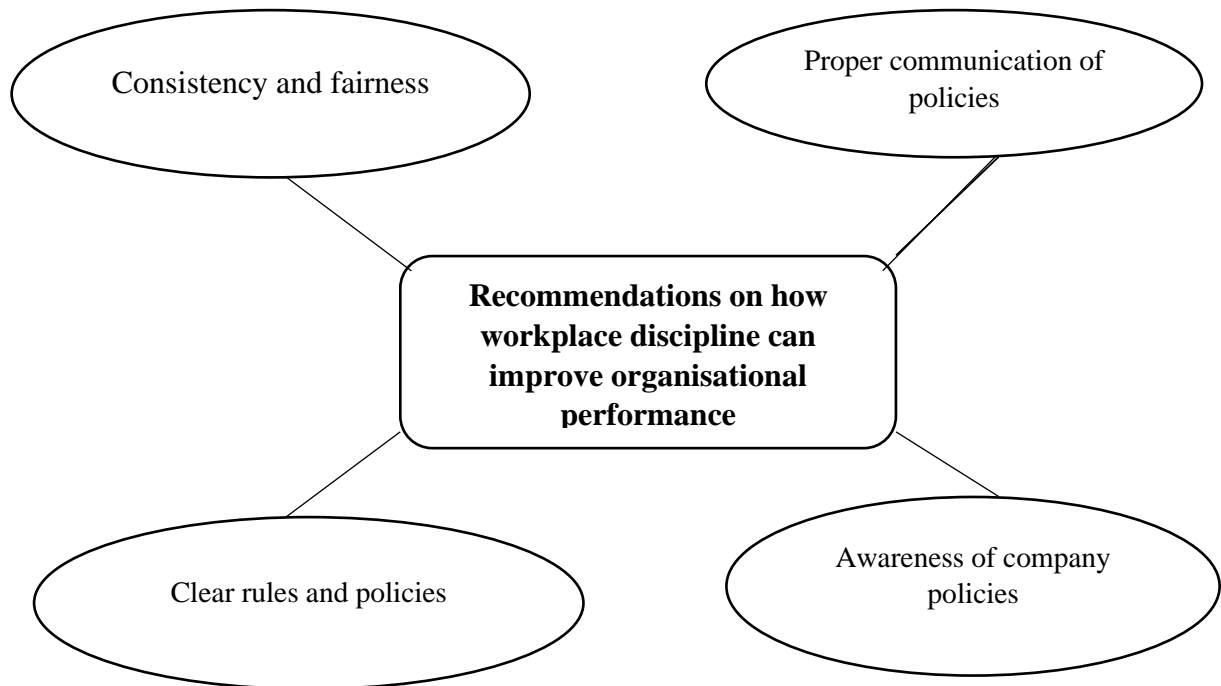
6.7.1 Consistency and fairness

The study identified that consistency and fairness are recommendations that will help improve the impact of workplace discipline on organisational performance. With reference to the interviews, the overwhelming majority N = 6) of the participants recommended that workplace discipline must be administered consistently and fairly. The following were some of the quotes which supported this finding:

I think discipline must be consistent and rolled out fairly across all employees. Employees must be given a fair chance at the disciplinary hearing and given an opportunity to state their case (Participant 1, Male).

The company needs to be consistent I mean whenever we are having disciplinary issues, it should not bring other issues to it; it should purely based on discipline based on what transpired that informed discipline, for example, management should refrain from putting emotions to it, to refrain from intimidating employees by using discipline as a stick and not use discipline for their personal gains. In my view, if we have a well-structured disciplinary committee and we use it consistently. We are transparent as a company and we train line managers on how to discipline. We contribute towards empowering employee representatives so that we all talk the same language and know what is right/wrong and what is expected of

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us and nobody will take it personal because we will have a common cause and understand that discipline is there to correct wrong behaviour (Participant 2, Male).

First and foremost, I think the leadership team in an organisation must be armed with human resources skills so that they are consistent when dealing with workplace discipline in an organisation to avoid bias or favouritism and also arm the leadership team with effective leadership skills on how to deal with discipline challenges and hr. Basically, it is about teaching them on how to handle employment relationships and how to complete workplace discipline in a speedily manner. Also, we should train the employees on how to behave in the organisation and why they should comply to organisational rules and procedures (Participant 3, Male).

Also, we should ensure that all employees are disciplined the same way for any misconduct committed. Employers must maintain the fairness of discipline (Participant 4, Male).

When I do disciplinary inquiries, there will be a sanction based on that and managers must ensure consistency and fairness throughout disciplinary processes because if you are not consistent, you might create a wrong precedent to the next one (Participant 5, Male).

I think if discipline is enforced consistently and fairly it creates a workplace environment that has certainty because I imagine wherever employee wants to be sure that, okay, X always leads to Y and this is the framework within which I am supposed to work/follow, if I deviate, this is the penalty. f I comply, I am fine, so, the knowledge of that and complying to that consistency ensures that we continue as an organisation to operate at a certain level and our people are liable/accountable and that liability drives an organisation because without discipline, the opposite to it would be some sort of chaos where everyone does what they want and if everyone does what they want, there is no liability. There is no consistency and ultimately that triggers the performance of the organisation. So, I think for as long as discipline is applied fairly, consistently and is transparent for everyone to see it, definitely, it will contribute to the overall performance and direction of the organisation (Participant 7, Male).

Managers must also invoke discipline consistently to all the offenders and employees must not be disciplined in public as they may feel humiliated in front of their colleagues (Participant 8, Male).

Based on the illustrative voices above, it can be concluded that consistency and fairness when administering discipline is important to improve organisational performance.

However, one participant ($N = 1$) expressed a different view to those expressed by the majority. He indicated that there is no way workplace discipline can improve organisational performance. Below is the illustrative voice as follows:

That's a difficult question because I do not think there is anyway discipline can enhance employee performance. The best you can do is to remind an employee of what they need to do. I think by reminding them of what they need to do, you will get more out of them (improved performance) because they will understand that if they misbehave, they will probably get more value out of them in that way but obviously do it in a way that they don't feel hurt in any way be it emotionally, financially or otherwise (Participant 6, Male).

6.7.2 Proper communication of policies

The study also found that proper communication of policies can help improve organisational performance. Based on the interviews, the majority (N=6) of the participants recommended that proper communication of organisational policies can help improve workplace discipline. Below were some of the quotes in this regard:

There has to be proper communication during the course of disciplinary process and I normally suggest that it is conducted in a private environment; employees are likely to fight back if you discipline them publicly (Participant 1, Male).

Firstly, the company needs to communicate properly the company policies, rules and regulations to employees. Employees need to know what the policies of the organisation are. The company needs to ensure employees that discipline is not aimed at punishing but to correct the behaviour (Participant 2, Male).

What I can recommend is that there must be proper communication of our rules, policies and regulations and they must be aware of the code of conduct. This is very important because some employees break the rules and they are not aware that they are transgressing so the rules must be clearly communicated. For example, make code of conduct and the rules of the organisation visible in the control rooms or corridors (Participant 4, Male).

I don't believe in unnecessarily strict disciplinary code. What I do believe in is communicating the company policies to employees thoroughly so that no employee will not say they didn't know about the rules of the company. Employees who commit misconducts

must be disciplined immediately so that they will be able to see a link between their misconduct and discipline (Participant 5, Male).

For me, what really is important as far as discipline is concerned is that it should always be clear and straightforward. It should be without fear or favour and it should always be communicated. It should be available openly (you don't need to scratch and wonder how about getting caught drunk, is it dismissal or final warning?) It should be clear to everyone so that if you are caught in that situation, you know what comes afterwards (Participant 7, Male).

I believe in managers who can communicate effectively the policies, rules and regulations of the company to employees. Some managers are good at their jobs but fail to communicate policies of this company and they must know that they are not only dealing with their jobs but also dealing with people. For example, there are managers who cannot talk to people but if you ask them anything about engineering, he knows and is the best (Participant 8, Male).

From the quotes above, it can be concluded that proper communication of policies can help improve organisational performance at Sappi Saiccor, Umkomaas. This finding reaffirmed the results of the quantitative study which revealed that the majority of the participants agreed that proper communication of organisational policies which talks to workplace discipline is important in improving organisational performance at this organisation.

6.8 Chapter summary

This chapter presented the results of the qualitative study in relation to all the objectives of this study as outlined in chapter one. The chapter first presented the results of the impact of workplace discipline on organisational performance, thereafter followed by the results of the impact of workplace discipline on the employee relations. The chapter recounted the results about the factors that affect workplace discipline at Sappi Saiccor, Umkomaas. In addition, it presented the results on the factors that enhance organisational performance. Furthermore, it presented the results on the impact of COVID-19 on organisational performance. Finally, it recounted the results regarding the recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

<center>**Chapter seven**</center>

<center>**Discussion of the Qualitative and Quantitative findings**</center>

7.1 Introduction

Chapters five and six presented the results of both the quantitative and qualitative study. Chapter 7 discusses the findings that were obtained from both studies in line with the objectives. The purpose of discussing the findings is to find out whether they agree or disagree with previous studies or findings. The chapter commenced with the discussion of the findings relating to the impact of workplace discipline on organisational performance. The next section discussed the findings of the impact of workplace discipline on employee relationships. It further proceeded to provide a full discussion on the factors affecting workplace discipline. In addition, it provided a full discussion on the factors that can enhance organisational performance. Furthermore, it discussed the impact of COVID-19 on organisational performance. Lastly, the chapter gave an account of the discussion of the recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The research objectives that guided the discussion of the main findings are:

- To investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To establish the impact of workplace discipline on the employee relationships at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To identify the factors that affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To examine the factors that can enhance organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To determine the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To make recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

7.2 Objective one: Impact of workplace discipline on organisational performance.

The overarching aim of this study was to investigate the extent to which workplace discipline can affect organisational performance. The first objective sought to establish the impact of workplace discipline on organisational performance. This objective was achieved using both qualitative and quantitative phases. The results of both studies revealed that there are several ways in which workplace discipline impacts on organisational performance. The following are the discussions of the results of the study.

7.2.1 Workplace discipline improves organisational performance

The results of the quantitative study reveal that 85.4% of the respondents agreed that workplace discipline improves organisational performance. The results of the quantitative phase also reveal a strong positive correlation between workplace discipline and organisational performance ($r = 0.680$, $p > 0.01$). With reference to improving employee performance, the qualitative finding ($N = 4$) also reaffirmed that workplace discipline improves organisational performance. The results of this study agree with the results of the previous studies (Bangun, Ratnasari & Hakim, 2019; Selpiyani et al., 2021:1282). Similarly, Bangun et al. (2019:13) found that the success of an organisation depends on employee performance and good employee performance depends on the ability of employees to comply with the rules and policies of the organisation. Juliani and Windu (2017:357) found that the purpose of workplace discipline is to ensure that the employee can effectively perform the job and be able to provide maximum services to other stakeholders interested in the organisation. Furthermore, Juliani and Windu (2017:357) discovered that employee performance is the result of work that has strong relationships with organisational goals and this requires not only a motivated workforce but employees who obey the instructions of the employer.

Research by Iskamto, Yapentra, Ansori and Jupri (2020:493) found that a disciplined employee adheres to all the rules of the organisation to promote good individual performance. Amri and Ramdani (2021:99) discovered that an employee's sense of responsibility for the tasks assigned to him/her is reflected in their sense of discipline, which contributes positively to good employee performance. Selpiyani et al. (2021:1283) also found that, with discipline, it is possible to increase employee performance, morale, passion, motivation and the achievement of organisational goals because disciplined employees observe the rules and the necessary strategic steps to carry their duties effectively; high discipline can build professional performance. According to Maryani et al. (2021:7), workplace discipline is the

most significant aspect of human resource management because it improves employee performance and consequently organisational performance.

7.2.2 Compliance with organisational rules, regulations and policies
The majority ($N = 6$) of the participants expressed the view that workplace discipline entails the compliance with organisational rules, regulations and policies. The qualitative results of this study agree with the findings of the previous studies (Ballard & Easteal, 2018; Otto & Ukpere, 2020) as discussed in chapter two. Selpiyani et al. (2021:1282) found that workplace discipline is one of the main factors that can affect performance. In contrast, Maryani et al. (2021:7) stated that workplace discipline is a process of directing employee behaviours in a certain direction to achieve organisational goals and objectives. Similarly, Selpiyani et al. (2021:1282) defined workplace discipline as a person's awareness and willingness to comply with all organisational rules, regulations and policies and other prevailing social norms.

A study conducted by Adisa, Suleiman, Ishola and Muchilwa (2021:17) emphasised that workplace discipline is a person's ability to consistently comply, persistently persevere and work according to the specified rules without transgressing predetermined rules. Thus, workplace discipline is the attitude of complying and obeying all the organisational rules, policies and regulations when performing work to achieve the desired outcomes (Adisa et al., 2021:17). Furthermore, Selpiyani et al. (2021:1282) defined workplace discipline as "the ability to comply with obligations and avoid prohibitions that have been determined in statutory regulations, which if not complied or violated, will result in disciplinary action". From the above discussions, it is clear that workplace discipline is defined as compliance with organisational rules and policies to improve organisational performance. Otto and Ukpere (2020:303) defined workplace discipline as an attribute of people or groups, which could facilitate orderliness at the workplace.

7.2.3 Improves organisational effectiveness and efficiency
In relation to improving organisational effectiveness and efficiency, the qualitative study reveals that ($N = 4$) of the participants expressed the view that workplace discipline improves organisational effectiveness and efficiency. The results agree with the studies conducted by previous researchers (Nduka et al., 2019; Kozlowski, 2018; Maryani et al., 2021). According to Kozlowski (2018:206), organisational effectiveness is the extent to which an organisation achieves its set objectives using resources without exerting pressure on the employees. Nduka et al. (2019:03) found that an organisation cannot be effective and cannot achieve its set goals if the employees do not comply with the prescribed organisational rules, regulations and

policies. Furthermore, Kozlowski (2018:206) found a significant positive relationship between work discipline and organisational effectiveness and efficiency. According to Maryani et al. (2021:7), organisational effectiveness and efficiency are determined, among other things, by the work discipline of employees who have correct behaviour in obeying the rules of the organisation.

Nduka et al. (2019:03) stated that four major factors determine organisational effectiveness in disciplinary actions. Firstly, careful and proper selection of employees determines how an organisation will function and the selection should be considered carefully based on maturity, a sense of responsibility and personal integrity. These personal characteristics determine internal discipline in an organisation to ensure effectiveness (Adisa et al., 2021:17). Secondly, employees who obey the rules of an organisation are compensated for honourable conduct to improve employee effectiveness and consequently organisational effectiveness. Thirdly, rules should be discarded once they have served their purpose and they should make sense to employees applied to. An organisation does not need too many rules and regulations as this suggests that the employees are lacking self-discipline. Sitopu et al. (2021:75) argued that an organisation cannot be effective if it subjects employees to too many rules and regulations. Lastly, employees abide by the rules if they know that sanctions will be imposed for violating the rules and regulations (Sukmana et al., 2021:338-339).

7.2.4 Harmonises employee behaviours to organisational objectives

The results of the qualitative study found that half of the participants ($N = 4$) expressed the view that workplace discipline harmonises employee behaviours to organisational objectives. Similarly, Simbine and Tukamushaba (2020:47) found that compliance with organisational rules (workplace discipline) is an important factor that helps match and shape employee behaviours to the objectives of the organisation. Failing to obey the rules of the workplace explains the negative employee behaviours in most organisations that do not meet the organisational objectives. Similarly, Simbine and Tukamushaba (2020:47) discovered that employees that lack discipline have a hard time delivering what is expected of them and meeting the objectives of the organisation. Simbine and Tukamushaba (2020:47) emphasised that not all incidents of negative employee behaviours are caused by less disciplined employees but these results show that less disciplined employees are more likely to display negative behaviours that do not satisfy the objectives of the organisation.

7.2.5 Employees who faced disciplinary action were influential in their job roles

The quantitative results reveal that 71.3% of the respondents agreed that workplace employees who faced disciplinary action were influential in their job roles after the disciplinary process. Razak et al. (2018:70) found that discipline is necessary for the workplace and must be applied carefully to avoid employees from terminating the contract of employment. Workplace discipline ensures that individual employees contribute effectively to organisational goals and are influential in their job roles. According to Andjarwati et al. (2019:16), the purpose of discipline is to make employees contribute to their job roles and notify them that there is an opportunity for improved performance. For employees to be influential in their job roles, organisations must discipline employees without infringing on their performance and motivation (Dughera, 2021:18). In addition, a counselling approach to discipline must be used if employees are to be influential in their job roles. According to Adisa et al. (2021:19), the counselling approach guides the employee to improve conduct rather than to punish him to discourage misconduct. This approach retains the employee's dignity and self-image and ensures that the employer-employee relationship remains constructive. In the counselling approach, the manager must first obtain information from the employees to understand the source of their problems and this encourages employees to be more influential in their job roles (Maryani et al., 2021:7).

7.2.6 Workplace discipline creates aggressiveness

The results of the quantitative study found that 42.3% of the respondents disagreed that workplace discipline creates aggressiveness on those that are disciplined. Likewise, Bester, 2019; Chu and Fafchamps (2018) & Jena and Pradhan (2018) found that employees usually respond aggressively to the employer's attempt of punitive discipline. In addition, employers often leave the problem unresolved because they fear that the employees may respond aggressively. Sari (2019:05) argued that, as much as employers need work completed and deadlines met, they should be careful not to offend the employees that do the work through aggressive methods of discipline. Yang (2020:147) also discovered that it is often the fear of the aggressive response by trade unions that leads to the employer's lack of action to discipline. Therefore, by not taking action, employers signal to employees that misconduct and poor performance are acceptable. The successful management of workplace discipline is still a challenge and the main source of conflict at work.

7.2.7 Employees who face discipline are motivated to improve their performance

The results of the quantitative study reveal that 66.5% of the respondents agreed that employees who face disciplinary action are motivated to improve their performance. According to Mendropa (2018:95), work discipline is one of the most important phenomena in the organisation because highly disciplined employees are motivated to improve their performance. Every manager should ensure that employees are motivated and conduct themselves in an orderly manner. Motivated employees ensure the maintenance of order and smooth implementation of rules and regulations to obtain optimal results. As for Sukarni (2018:18), employees who are motivated create a pleasant working environment that increases morale and satisfaction in carrying out work. Every organisation would desire to have a motivated workforce that can meet deadlines, improve performance and adhere to organisational rules and regulations because the achievement or failure of organisational goals is influenced by motivation, discipline and performance (Manganyi & Mogorosi, 2021:1739).

7.2.8 Lengthy discipline creates conflict

The results of the quantitative study found that 79.7% of the respondents agreed that lengthy discipline can create conflict between managers and employees in the organisation. Similarly, Jadoo et al. (2018:15) found that conflict cannot be eliminated in the workplace. However, employers may create clear roles for work responsibilities, fair promotion practices and an appropriate manner of dealing with conflict. Furthermore, Lee (2019:18) found that timeliness is significant to employee discipline because it maximises the perceived link between the offence and the actual punishment. However, a manager can delay the disciplinary process if he/she is unsure of how to handle discipline correctly or is unsure of the correct disciplinary procedure. On the contrary, Zipay et al. (2020) found that it may be appropriate to delay the disciplinary process if the emotional state of the manager is likely to lead to unduly harsh decisions taken against the employee. Ortega (2018:23) found that to prolong/delay the process of administering discipline may be appropriate – but not too much of a delay.

Iptian, Zamroni and Efendi (2020:146) discovered that, to curb the effects of conflict, some managers and HR specialists are turning to conflict management training. This kind of training can be provided through workshops, small group facilitators and one on one session. Siswadi and Lestari (2021) stated that conflict management training can be helpful for employees exhibiting aggressive behaviour. Angry employees may use inappropriate

language in meetings and issue scathing remarks. When it occurs, conflict must be resolved equitably and quickly. It is also important, to prevent it, that is, to create an environment in which conflict is less likely to occur.

7.2.9 Proper HR policy is in place to support organisational performance
The quantitative results found that 83.5% of the respondents agreed that proper HR policy is in place to support organisational performance. Contrary, Olson et al. (2018; 66) argued that there are no HR policies that can effectively achieve the best interests of the organisation. Organisations can adopt a variety of human resource policies to enhance employee skills. Olson et al. (2018) emphasised that the efforts must focus on improving the quality of employees hired by the organisation and/or improving the skills of current employees. Furthermore, organisations can improve the quality of current employees by providing training and development activities after selection. According to Guest (2017:29), the most important factor in the organisation's success is the know-how-to-attract, retain, train, develop, motivate and maintain qualified human resources. These HR policies are associated with cost reduction strategies. Lai et al. (2017:474) found that the reason for implementing HR policies is to achieve profitability and enhance organisational performance. HR policies are necessary to contribute to the greater well-being of people and allow them greater professional fulfillment.

7.2.10 Organisations' good corporate governance and strong ethical stance
The results of the quantitative study found that 87.3% of the respondents agreed that the organisation's good corporate governance and strong ethical stance contribute to organisational performance. Likewise, Aktan et al. (2018: 40) found that an organisation requires good corporate governance, which helps build and maintain shareholder confidence and ensures that stakeholders are fairly treated. Mahrani and Soewarno (2018:43) discovered that good corporate governance is a set of organisational rules that govern the relationships between shareholders, governments, corporate managers, creditors, employees and other external parties relating to their rights and interests. Mahrani and Soewarno (2018:43) emphasised that the findings on corporate governance and organisational performance are mixed. On the other hand, some researchers suggested that good corporate governance improves organisational performance and others found an inverse relationship between corporate governance and organisational performance. Other studies reported no significant relationship between corporate governance and organisational performance (Chigudu, 2018:10; Sugiyanto & Candra, 2019:15).

7.3 Objective two: Impact of workplace discipline on employee relationships

The second objective of the current study was to identify the extent to which workplace discipline affects employee relationships at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The results of both studies revealed that workplace discipline has several implications on employee relationships at Sappi Saiccor. The findings on the impact of workplace discipline on employee relationships are discussed below.

7.3.1 Builds improved quality employee relationships

The quantitative results showed that 72.4% of the respondents agreed that workplace discipline builds improved quality employee relationships. The quantitative study indicates a strong positive relationship between workplace discipline and employee relationships ($r = 0.654$, $p > 0.01$). The results of the qualitative study ($N = 5$) confirmed that workplace discipline builds improved employee relationships at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The findings of this current study agreed with the findings of previous studies (Bugdol, 2018; Okolie & Udom, 2019). According to Maryani et al. (2021:7), hoping employees obey the rules and regulations of the workplace; this has the probability to build improved employee relationships in the workplace. In contrast, Bugdol (2018:145) discovered that disciplinary action may fail if it is used as a tool to punish employees in the organisation and the reason is that disciplinary action creates emotional pain and if this is not addressed has the potential to create harmful working relationships.

7.3.2 Builds tension among employees

The quantitative study found that 47.7% of the respondents agreed that workplace discipline builds tension (conflict) among employees. Half of the participants ($N = 4$) expressed the view that workplace discipline builds tension among employees in the workplace. The study conducted by Mooijman and Graham (2018:96) discovered that employers discipline employees that failed to reach set targets to make them improve their performance, yet discipline can foster negative attitudes, unethical behaviours, revenge tactics and create tension among employees in the workplace. Fahn (2020:09) stated that employers that publicly reprimand their employees for minor offences create a hostile workplace climate that creates tension between employers and employees in the workplace.

Mooijman and Graham (2018:33) held a view that organisations can be effective through disciplined employees but need to be careful not to invoke heavy disciplinary measures as this could create conflict and tension among employees. Sihombing and Yunita (2021:144) found that not all employees who perform their duties can provide the required performance

standards as desired by employers and the employer might invoke discipline to improve performance. This process might create tension and conflict. In contrast, Mooijman and Graham (2018) found that rules and regulations are necessary in the organisation for the existence of peace and order and discipline must be considered in its positive intention to create peace. According to Mooijman and Graham (2018), work discipline has the potential to create anger and hostility in the work environment.

7.3.3 Promotes clarification of organisational policies and procedures

The results of the qualitative study revealed that most ($N = 5$) of the participants agreed that workplace discipline promotes clarification of organisational policies and procedures at Sappi Saiccor, Umkomaas in KwaZulu-Natal. According to Mooijman and Graham (2018), regardless of the size of the organisation, formal policies and procedures can make the organisation run effectively and efficiently. Formal policies and procedures communicate the values and the vision of the organisation and ensure that employees understand exactly what is expected of them (Ibrahim et al., 2021:269). Workplace discipline ensures that employees are aware of how they should conduct themselves in the organisation. Furthermore, Fahn (2020) stated that workplace discipline ensures that there is clarity and understanding of organisational policies and procedures. Fahn (2020) found that, upon reading workplace policies and procedures, employees should clearly understand how to approach their jobs.

Mooijman and Graham (2018) stated that clear and formal policies and procedures save time and stress when dealing with HR related issues at the workplace. The absence of written organisational policies and procedures may result in unnecessary conflict and effort spent trying to resolve and agree on a course of action. Workplace discipline ensures that employees comply with policies and procedures and employers enforce the policies and procedures. According to Mooijman and Graham (2018), the clarification of organisational policies and procedures also improves the way an organisation looks from the outside. Workplace discipline helps ensure that the organisation complies with relevant regulation, formal policies and procedures and demonstrates that organisations are efficient, professional and stable, which can lead to improved organisation relationships and better public reputation. Fahn (2020) held the view that clear policies and procedures are an important aspect of organisational justice. Workplace discipline also promotes the fairness of organisational policies and procedures to gain insight into the type of treatment they can expect from the organisation. Fahn (2020) discovered that when the policies governing an organisation are unfair, employees may respond by leaving the organisation because unfair

policies signal that employees may not receive treatment or outcomes they deserve in the future.

7.3.4 Is a form of conflict resolution

The results of the qualitative study found that some ($N = 3$) of the participants agreed that workplace discipline is conflict resolution in the organisation. Likewise, Wouters (2019) found that organisations encourage the compliance of organisational policies and procedures to reduce injustices and resolve any conflict to promote organisational effectiveness and efficiency. Organisations also rely on compliance with policies and procedures to reduce injustices and guide decision making. However, formulating policies does not guarantee that employees will perceive them as fair. Workplace discipline is one of the most important assets in the organisation because a high awareness of discipline makes employees perform at their highest level and do away with any misconduct that can create conflict in the organisation. Wouters (2019) found that to minimise conflict, every employee who works in the organisation must be able to comply with organisational policies and perform the tasks assigned by their employers. Wouters (2019) also discovered that the decline in employee discipline leads to frequent conflicts that occur in the organisation.

Prasetyo et al. (2021:29) found that the emergence of conflict between the parties indicates that there is non-compliance with policies and procedures and each party prioritises its goals and objectives to be achieved. Parties in conflict will find it difficult to communicate and as a result, work coordination becomes poor and work information is obstructed. Fahn (2020) also discovered that the frequent non-compliance with organisational policies and regulations creates conflict and affects organisational performance. Disciplined employees can cooperate with their employers to resolve conflict. Compliance with organisational policies limits any conflict that might arise and the consequences of that conflict. The frequent occurrence of conflicts at the workplace makes communication almost impossible and as a result, work becomes obstructed and the time needed to complete the tasks becomes longer than required.

7.3.5 Workplace discipline affects negatively the employment relationships

The quantitative results revealed that 53.6% of the respondents disagreed that workplace discipline affects negatively employment relationships. Contrary, Spurk and Straub (2020:03) believed that disciplined employees should display positive changes, coupled with a positive relationship with disciplining managers. According to Wouters (2019:198), when employers engage in a two-way discussion (for example, adequately providing explanations and listening to employee's perceptions), employees are likely to improve their behaviour after

disciplinary action. Improved employee behaviour after discipline promotes positive employment relationships and a conducive working environment. Wouters (2019:199) emphasised that workplace discipline and disciplinary rules have long been perceived to be the key constructs of the employment relationship. Wouters (2019: 199) discovered that private and timely discipline is necessary because it relates to less negative outcomes after discipline, which may negatively affect employee relationships.

7.3.6 Workplace discipline ensures that the goals of the organisation are achieved

The results of the quantitative study revealed that 77.8% of the respondents agreed that workplace discipline ensures that the organisation achieves its set goals. Similarly, Bugdol (2018:138) discovered that proper employee discipline is of utmost importance to achieve organisational goals and is aimed at encouraging employees to behave sensibly at work. Workplace discipline is essential because it creates a healthy industrial atmosphere and it ensures that organisational goals are achieved. Bugdol (2018:140) also found that the main purpose of discipline is to ensure that employees in an organisation comply with the necessary standards of behaviour to achieve the goals of the organisation. As for Okolie and Udom (2019:99), workplace discipline is used as a corrective measure in organisations, not to punish the employee but to correct employee behaviour to achieve organisational goals. Thus, managing workplace discipline is essential and involves the regularisation of employees' behaviour to be in line with established rules and standards to achieve organisational goals.

7.3.7 Workplace discipline creates peace and order among employees

The results of the quantitative study found that 68.4% of the respondents agreed that workplace discipline creates peace and order among employees in the workplace. Likewise, Chitimira and Lekopanye (2019:33) found that modern labour legislation requires employers to lay down rules and standards that promote organisational peace and are necessary for the orderly functioning of the organisation. Bangun et al. (2019:12) found that disciplined employees do not contravene the rules of the organisation but comply with the instructions from their superiors to create organisational peace and order. Bangun et al. (2019:12) emphasised that employers do not have to invoke formal procedures every time a rule is broken or a standard is not met as this may create unnecessary conflict and tension. Obon and Beja (2022:753) held the view that employers can deal with minor transgressions using informal advice and correction.

7.4 Objective three: Factors that affect workplace discipline

The third objective of this study was to identify the factors that affect workplace discipline at Sappi Saiccor, Umkomaas. The results of qualitative and quantitative studies revealed that several factors affect workplace discipline at this organisation. The findings on the factors that affect workplace discipline are discussed below.

7.4.1 Inconsistencies in policy application and interpretation

The results of the quantitative study found that 60.7% of the respondents agreed that managers and supervisors were not consistently neutral during a disciplinary process. In addition, the results of the qualitative study revealed that most ($N = 7$) of the participants suggested that inconsistencies in policy application and interpretation affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The results agreed with the results of the previous studies (Knight & Ukpere, 2014; Otto & Ukpere, 2020:220; Sonnenstuhl & Trice, 2018:38). In workplace discipline, consistency refers to applying the same set of rules to all employees within the organisation, irrespective of age, gender, position or any other criteria similar to this.

According to Lestari and Riyanto (2020:180) it is important that employers apply the same set of rules to all employees at all times and unfortunately, this is not always the case within the workplace, as some employees get lighter sanctions than others for breaching the same rules. Thus, these inconsistencies in rule application affect workplace discipline severely. Otto and Ukpere (2020:303) held a view that for discipline to achieve its purpose, it needs to be uniformly meted out in similar situations using the same procedures. Otto and Ukpere 2020:221) found that the main reason for dissatisfaction among employees is because of a lack of consistency in the application rules and procedures.

Likewise, Sonnenstuhl and Trice (2018:39) discovered that the effectiveness in the use of discipline in the work environment depends on the perceptions of fairness and consistency. Furthermore, the right attitude enhances success while negative attitudes may impede or generate mediocrity for both employers and employees; hence employee perceptions regarding the consistency and fairness of discipline are important. According to Otto and Ukpere (2020:222), the application of the rules or procedures should not only be fair but be seen to be similar for similar aberrations and offences by different employees, notwithstanding the contract status, grade and job category. Similarly, Otto and Ukpere (2020:222) found that, specifically, employees' perceptions of consistency in disciplinary actions have a positive impact on the performance, motivation and morale of employees.

Sonnenstuhl and Trice (2018:39) found that if work discipline is applied consistently, it is a powerful tool to bring about change in employee behaviour where the goals of the organisation are realigned to the goals of individuals for the benefit of both. Employers who apply discipline inconsistently and who use discipline to achieve their vengeful purposes, bring about an unhealthy work environment where employees are dissatisfied in their jobs.

7.4.2 Favouritism and unfairness

The quantitative results reveal that 64.6% of the respondents agreed that managers and supervisors discipline employees unfairly while some are supportive and others are not. The results of the qualitative study found that half ($N = 4$) of the participants agreed that favouritism and unfairness affect workplace discipline. Workplace discipline is an action taken by the employer against employees or groups of employees that cannot comply with the rules and procedures of the organisation. According to Fahn (2020), work discipline is one of the most important elements in every organisation. Similarly, Dzimbiri (2017:43) discovered that favouritism and unfairness affect negatively work discipline because employees are more likely to reject work responsibilities if they know that they will not be disciplined anyway. Dzimbiri (2017:43) stated that disciplinary measures should be fair and without favour or fear and there must be uniform standards in the approach to disciplining employees. This helps avoid confusion caused by unfair disciplinary decisions taken by the employers.

Likewise, Fahn (2020) added that an unfair approach to imposing work discipline can lead to legal action taken against the employer. Dzimbiri (2017:43) discovered that the use of harsh punishments and penalties for minor offences may cause frustrations, anger and resentment by employees and severely affect organisational performance. Furthermore, disciplining some employees and not others for the same offences committed, which talks to favouritism may also cause frustrations, anger, hostility and resentment that may affect employee motivation and performance (Ong et al., 2021:189). On the other hand, some managers are reluctant to punish some employees because it makes them feel like they are wrong and instead, they wait until a minor offence turns into a crisis.

The fairness of disciplinary action must meet the following conditions: firstly, discipline must be taken only in cases where there is good reason and clear evidence. Secondly, it must match the nature of the offence committed. Thirdly, it must be fair and in line with the previous actions in similar circumstances. Fourthly, it must take place only after the employees have been made aware of the expected standards or rules to which they are expected to conform.

Fifthly, employees must be allowed to be represented by a representative or co-employee during formal proceedings and lastly, employees must be allowed to appeal against any disciplinary action.

Hameed, Anwar and Iqbal (2020:81) conducted a study on the impact of favouritism on organisational performance and discovered that favouritism may disrupt employer-employee relationships. Favouritism is detrimental and no one can deny from this fact that when people are being favoured based on personal liking or disliking, it affects negatively employee morale and motivation to perform. Moreover, Hameed et al. (2020:81) found that when employees are not disciplined based on their social standing or personal contacts, it affects negatively the disciplinary procedure and the image of that particular organisation. Hameed et al. (2020:83) argued that these practices are a problem in most developing countries where employers hire and promote employees based on personal liking.

7.4.3 Poor communication (a gap in communication)

The results of the quantitative study showed that 91.9% of the respondents agreed that poor communication affects work discipline. The results of the qualitative study also revealed that most ($N = 7$) of the participants expressed the view that poor communication affects proper handling of a disciplinary process. According to Ramawati and Tridayanti (2019:5), communication is a process of delivering information from one individual, group of individuals to the other. Communication is the transfer of information from managers to subordinates within an organisation because organisations cannot operate without communication. Mokgolo and Dikotla (2021:12) found that if organisational rules are poorly communicated, employees will not be able to conduct themselves in an orderly manner and achieve greater performance. Employers who fail to communicate the rules of the organisation have employees that have low discipline and who are unable to complete assigned tasks on time. Workplace discipline is an effort to effectively communicate the rules with the employees and to encourage them to comply to improve organisational performance. Effective communication implies that the information can flow freely from managers to subordinates.

Failure to disseminate information from managerial employees to lower levels employees would create a situation where employees do not comply with organisational rules and regulations (indiscipline). If employers cannot communicate organisational rules and policies, this will interfere with the work activities of employees regularly and affect the rate at which

work is completed. According to Ramawati and Tridayanti (2019:5), poor communication during disciplinary procedures may create poor work performance processes because the employee does not understand the manner in which discipline is conducted. Ramawati and Tridayanti (2019:5) stated that the main purpose of work discipline is to increase organisational efficiency and effectiveness through proper communication of rules, regulations and company policies. Thus, a gap in communication of organisational rules and policies may affect work discipline and performance. An employee may break rules unaware if those rules have not been clearly communicated to employees.

7.4.4 Inconsiderate trade union interventions
The results of the qualitative study revealed that inconsiderate trade union interventions are one factor that affects workplace discipline processes. The results of the qualitative study revealed that half ($N = 4$) of the participants expressed the view that inconsiderate trade union interventions affect workplace discipline processes. According to Singh and Singh (2018:18), the primary function of trade unions is to defend employees against improper disciplinary actions. Regalia and Regini (2018:69) discovered that inconsiderate trade unions would defend their employees even when they are on the wrong side of law and this affects disciplinary process. Rathgeb and Tassinari (2020:03) also found that inconsiderate trade unions cannot encourage self-discipline among their employees and do not warn them about the consequences of future misconduct. Self-discipline is vital to minimise misconduct that may affect organisational performance. Rathgeb and Tassinari (2020:05) discovered that, where there are poor or weak relationships between trade unions and employers, trade unions may adopt inconsiderate and confrontational approaches to defend their members, which may create more disputes. Rathgeb and Tassinari (2020) argued that inconsiderate trade union interventions may get the employee into more serious trouble than they were before because they do not know how the processes work. It is, therefore, emphasised that if trade unions are to have a strong impact on the outcomes, a level of expertise, knowledge and experience is necessary.

Singh and Singh (2018:18) contended that in organisations where trade unions are considerate, employees are of the view that trade union affects positively the disciplinary outcomes. Trade union representatives argue that their influence is felt in the stages of disciplinary processes. Inconsiderate trade unions cannot identify issues and possible solutions at an early stage since employees facing challenges are more likely to confide in their trade unions rather than line managers. Considerate trade unions interventions included

are more likely to encourage their members to own up to their misconduct and argue for leniency rather than arguing a case against all the evidence. Rathgeb and Tassinari (2020:03) argued that inconsiderate trade unions would lack evidence to do this. Inconsiderate trade unions lack the confidence to face issues informally as opposed to defending their members in an adversarial manner. Regalia and Regini (2018:72) stated that the way to deal with inconsiderate trade union interventions is to compel trade unions representatives to attend basic training that includes representation in grievances and discipline.

7.4.5   Factors that affect workplace discipline and employee relationships

   i.   **Consistency and fairness**

The results of the quantitative study revealed a strong positive correlation between the factors that affect workplace discipline and employee relationships ($r = 0.677$, $p < 0.01$). According to Knight and Ukpere (2014), disciplinary actions need to be uniformly meted out in similar situations using the same procedures, and this creates harmony in the workplace and improved employer-employee relationships. As for Knight and Ukpere (2014), the cases of inconsistent disciplinary cases affect negatively employer-employee relationships. The success in the use of discipline in the work environment depends on the perceptions of consistency which improves employee well-being and performance. Having the right attitudes or perceptions regarding work discipline enhance employee relationships, while wrong attitudes may generate failure for both employees and employers. Therefore, staff perceptions or attitudes regarding the fairness of disciplinary action are important. This aligns well with Knight and Ukpere's (2014) study which stated that discipline, when perceived to be fair or right, leads to enhanced employee relationships and success, but when these are perceived to be unfair, wrong or inconsistent, it generates negative consequences.

   ii.   **Favouritism and unfairness**

Favouritism and unfairness also affect workplace discipline and employee relationships. The effect of favouritism is resentment among the employees which affect negatively employee relationships. Co-employees feel that no matter how hard they work, it will not matter because preferred employees will always get better benefits, more attention, and better opportunities. According to Akuffo and Kivipõld (2021:83), favouritism in the workplace causes less harm than bullying or harassment, but it can still affect employee motivation and fuel conflicts among employees. Akuffo and Kivipõld (2021:83) emphasised that favouritism

have a negative impact on teamwork, communication, employee relationships and work performance. Employees lose respect for employers who practice any form of favouritism.

iii.   Effective communication

Mikkelson, Sloan and Tietsort (2021:605) held the view that in order to ensure effective communication in the workplace, there should be prearranged meetings between management and employees, and there should be a clear code of communication. It must be clear to everyone involved what is expected of him/her through effective communication. When employees are doing what is expected of them, employee relationships are improved. Markos and Gossaye (2021:51) Poor communication can lead to confusion which can affect negatively the working relationships. The process of exchanging information through communication is not always straightforward. If the information shared is accurate or misleading, mistakes can be made which can result in conflict and poor working relationships (Mikkelson et al., 2021:605).

7.4.6 Maintaining the privacy of discipline

The quantitative results revealed that 82% of the respondents agreed that discipline must be conducted in a private setting. Similarly, Moergen et al. (2020:135) discovered that discipline creates less defensiveness on the part of the employee when it is conducted in a private setting. Moergen et al. (2020:135) emphasised that "private punishment may be considered benevolent since employees are not humiliated in front of their co-workers". On the contrary, Araffat, Ali, Bangsawan, Diarti and Budiono (2020:760) found that it is also significant to punish offenders in public to set an example to other offenders about what happens if they transgress organisational rules. Furthermore, Rumondang and Nawangsari (2020:818) emphasised that the point of disciplining an employee in public lies in minimising future misconduct. Supervisors who cannot punish the inappropriate behaviour of others lowered the motivation, commitment and cohesiveness of those employees who perform appropriate behaviours.

7.4.7 A delay to invoke punishment

The results of the quantitative study found that 77.7% of the respondents agreed that a delay to invoke punishment minimises the perceived link between the offence and the actual punishment. Likewise, Lee (2019:15) found that timeliness is significant to employee punishment because it maximises the perceived link between the offense and the actual punishment. Contrary, Zipay et al. (2020) found that a manager can delay the process if

he/she is unsure of how to handle discipline correctly or is unsure of the correct disciplinary procedure to invoke. In addition, Zipay et al. (2020) stated that it may be appropriate to delay punishment if the emotional state of the employer is likely to lead to unduly harsh decisions taken against the employee. Both managers and supervisors often make mistakes in the employee correction process, hence, a delay may be appropriate. Because of the manager's strong emotions, punishment is delivered in a harsh, biting, sarcastic tone combined with negative outcomes that include demotion, transfer and threats of employment termination.

7.5 Objective four: Factors that enhance organisational performance
The fourth objective of this study was to identify the factors that enhance organisational performance. The results of qualitative studies revealed that several factors can enhance organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The findings on the factors that can enhance organisational performance at this organisation are discussed below.

7.5.1 Remuneration
The results of the quantitative study revealed that 90.3% of the respondents agreed that remuneration contributed to improved organisational performance. The results of the qualitative study found that most ($N = 7$) of the participants agreed that remuneration can enhance organisational performance. Similarly, Hossain (2020:267) conducted a study on directors' remuneration and firm performance in Bangladesh and discovered that employee remuneration is an important factor closely associated with the performance of the organisation. Hossain (2020:267) found that good organisational performance should constrain high remuneration received by employees and remuneration must reflect the employee's contribution to organisational performance. Martono, Khoiruddin and Wulansari (2018:537) conducted a study on remuneration system as a driving factor of employee performance and found that remuneration is usually implemented to motivate employees so that they perform to their best ability, establish a service oriented behaviour and avoid corruption. The implementation of a remuneration reward system is aimed at achieving the goal of developing employee performance professionally and being more productive. In contrast, Hossain (2020:267) found that remuneration does not guarantee higher organisational performance and is not aligned with organisational performance.

Muchai, Makokha and Namusonge (2018:133) conducted a study on the effects of remuneration on organisational performance in Kenya and discovered that remuneration

systems should attract employees so that they perform their jobs effectively and efficiently. Remuneration can affect an employee's productivity and work performance; hence the method of remuneration is important to both employers and employees. As for Hossain (2020:268), effective remuneration systems contribute towards the realisation of improved organisational performance. Hammond and Churchill (2018:68) stated that organisations that offer good remuneration packages record increased rates of employees' job satisfaction, lower employee turnover rates, sound employment relationships and the most productive workforce.

Contrary, Muchai et al. (2018:134) found that in Africa, remuneration is the major challenge that affects the performance of public sector organisations. The majority of public sector organisations have been found to poorly remunerate employees and this affects negatively the level of employee satisfaction, employment relations and employee performance, which leads to weakened organisational performance. Martono et al. (2018:538) emphasised that to maintain a committed, result oriented and hardworking workforce, organisations must fairly remunerate employees to enhance employee retention to lower turnover rates, improve employee relationships, employee performance and achieve organisational goals and objectives.

Muchai et al. (2018:134) discovered that organisations save costs on recruitment through attractive remuneration systems since the retention rate is low and job satisfaction is increased. The managers must offer competitive remuneration packages to encourage employees not to leave the organisation based on poor remuneration packages. Dhillon et al. (2021:1020) argued that employee performance and a high rate of employee turnover are influenced by employee dissatisfaction with remuneration packages, which can lead to increased industrial actions. In competitive markets like China and Japan, many organisations remunerate employees above markets rates to retain their employees.

7.5.2 Incentives and rewards
The results of the quantitative study found that 92.9% of the respondents agreed that incentives and rewards improved organisational performance. Likewise, Fatah and Suhandini (2019:48) found that incentives are designed to encourage employees to perform at their best and increase the level of their competencies. Incentives encourage employees to behave in the desired way and raise performance efficiency. According to Karakhan and Gambatese (2018:03), financial incentives are best than any other non-financial incentive since it is

difficult to know the preference of employees regarding non-financial incentives. If employees are given monetary rewards, they can purchase any reward of their choice. On the contrary, Fatah and Suhandini (2019:48) also discovered that financial incentives decrease group performance since employees focus more on the monetary benefits. Brown et al. (2018:23) also discovered that non-financial incentives provide lower absenteeism, stress and turnover and improve performance, competitiveness, productivity, revenue and profits. Voorburg et al. (2018:865) also argued that not all incentive programmes will always lead to positive outcomes and improved performance.

7.5.3 Improvement in the working conditions

The quantitative results revealed that 92% of the respondents agreed that working conditions can help improve organisational performance. The results of the qualitative study found that most ($N = 7$) of the participants agreed that working conditions and remuneration can enhance organisational performance. According to Cerci and Dumludag (2019:786), working conditions refer to physical working environment and other non-pay aspects of the worker's terms and conditions of employment. Cerci and Dumludag (2019:786) discovered that an improvement in the working conditions of an employee goes a long way to enhance organisational performance Pires (2018:163) emphasised that good working conditions promotes good organisational performance. Good employer-employee relationships can enhance organisational performance. Yan (2020) & Pires (2018:163) argued that good organisational performance not only depends on worker associations, employer associations, government, courts and tribunals but depends largely on working conditions as well. The author holds a view that improvement of the working conditions of the employee, to a certain extent, contributes to organisational performance because it will help minimise unnecessary agitations in the workplace.

According to Useche et al. (2018:456), working conditions are important to the organisation because if the employees have negative perceptions about their working conditions, they are likely to be absent from work, have stress related illnesses and their commitment and performance decreases. As for Manganyi and Mogorosi (2021:1738), organisational performance is negatively influenced where employees are exposed to stressful working conditions. The nature of the physical condition under which employees work is significant to the performance of the organisation. Offices that are too hot may affect employee performance. There should be an adequate supply of protective clothing, air conditioners, drinking water and first aid facilities to enhance employee performance. Organisations are of

the view that providing better working conditions may reduce employee turnover and minimise the risk of poor organisational performance.

7.5.4 Delay in payments of wages and other emoluments

The results of the quantitative study found that 79.3% of the respondents agreed that a delay in payments and other emoluments contributed to poor performance in the organisation. Similarly, Uzhenyu (2019:313) discovered that a delay in payments threatens the survival and wellbeing of any organisation and makes it difficult for the organisation to budget without a cash flow projection. A delay in payments would normally result in deterioration of the organisation's financial performance. Narayanan et al. (2019:123) found that delays in payments caused stress to employees, which resulted in conflicts and impacted on the completion of tasks within the set time frame. The main reason behind a delay in payments is errors in submitting claim forms which include claim forms without valid supporting documents and claims submitted without following proper procedures. When this happens, employers need to resubmit the claims after proper corrections have been made.

7.5.5 The conditions of service

The results of the quantitative study found that 88.2% of the respondents agreed that the conditions of service contributed to organisational performance. The working conditions are one of the factors that promote organisational performance. There is no doubt that employees work under good conditions, which sometimes promote their health. Pires (2018:188) also expressed the view that poor conditions of service have been identified as a major factor that has led to poor organisational performance. In his study, Pires (2018:188) found that poor conditions of work are one of the economic factors that have contributed to many strikes. Similarly, employees embark on strike action in demand for better conditions of service. Useche et al. (2018:458) also found that the issue of conditions of service is a major contributing factor to employee performance.

According to Li, Zhai, Liu, Liu, Wang and Zhang (2021), the conditions of service in every organisation are important. This is because; employees play a vital role in the production process of any organisation as such if their conditions of service are poor it can affect their performance. Poor conditions of service have become a major issue in both public and private organisation and this affects the production capacity of the organisation. Useche et al. (2018:459) also concur that the resultant effect of the poor conditions of service will no doubt bring about lower performance of employees which in turn will result in to low productivity as stress will begin to set in laziness, absenteeism, negligence, late coming and dishonesty.

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Efforts should be made by the management of small and medium enterprises to stimulate conditions of services by encouraging divergent views and rewarding employees for outstanding performance.

7.5.6 Effective communication

The quantitative results found that 94.3% of the respondents agreed that effective communication promotes organisational performance. The results of the qualitative study found that most ($N = 5$) of the participants agreed that effective communication can enhance organisational performance. Similarly, Marlow et al. (2018:151) found that effective communication plays a significant role in improving organisational performance. To a certain extent, the success and/or failure of an organisation depends largely on its internal and external communication. Communication is widely defined as the exchange of information, ideas and opinions among people in the organisation and can be formal or informal, verbal and non-verbal. Marlow et al. (2018:150) defined communication as a process whereby information is transmitted and understood by two or more people.

Argote et al. (2018:193) discovered that effective communication within an organisation can be used as a vehicle to improve organisational performance. In contrast, Nawangwulan et al. (2020:1906) discovered that a lack of effective communication within an organisation can lead to disputes, which affect negatively organisational performance and employment relationships. Marlow et al. (2018:152) found that there must be proper mechanisms in place within an organisation to ensure the effectiveness of communication to achieve proper organisational performance. A lack of communication is likely to jeopardise the success of an organisation, hence, employers or managers must pay attention to effective communication. Marlow et al. (2018:150) also discovered that when communication stops, organised activities cease to exist and uncoordinated events occur, which may affect organisational performance.

Communication ensures that the rules, regulations and policies of the organisation are understood by people within and outside the organisation. Communication plays a significant role in organisational performance as the flow of information downwards and upwards has its effects on efficiency, effectiveness, decision making and morale of the organisation. Hence, effective communication is regarded as the foundation of an organisation's success today. According to Marlow et al. (2018:153), communication is widely accepted as the lifeblood of

an organisation because it is needed to exchange information, opinions, make proposals, reach an agreement and execute decisions.

Nawangwulan et al. (2020:1907) discovered that the ability to communicate and communicate well is one of the major factors that determine the success of the organisation. Communication also plays an important role in the process of directing and controlling people in the organisation to achieve desired performance. There should be effective communication between employers and employees, superiors and subordinates, between organisations and society at large and between managers, employees and trade unions. Communication is essential for the growth of the organisation; hence communication gaps should not be allowed to occur anywhere in the organisation (Marlow et al., 2018:153).

7.5.7 Management failure to honour its agreement

The results of the quantitative study found that management's failure to honour its agreement lead to poor organisational performance. In addition, the results of the quantitative study found that 89.1% of the respondents agreed that the management's failure to honour its agreement led to poor organisational performance. According to Doellgast and Benassi (2020:243), over the years, an employee's poor performance is because of the failure on the part of management to fulfil its promises or agreements that were reached. The management failure to honour its agreement is a common phenomenon in every organisation and the situation is shocking. During strike action, management would promise workers that it will address their challenges if given the mandate. After the strike action, such promises will never be fulfilled by the managers. The management's failure to honour its agreement emanates from poor leadership, lip service and a lack of accountability.

7.5.8 Conducive working environment

The results of the quantitative study found that 91.9% of the respondents agreed that a conducive working environment leads to improved organisational performance. The results of the qualitative study found that most ($N = 5$) of the participants agreed that a conducive working environment can enhance organisational performance. A conducive working environment is key to improving organisational performance. According to Sunarsi (2020:238), the employer must take reasonable steps to ensure that the health and safety of the employees are protected within the working environment. Sunarsi (2020:238) discovered that employees play a pivotal role to ensure the success of any organisation. It is against this backdrop that the employer must ensure that the employees work in conducive, healthy and safe working environment to bring about desired results. Sunarsi (2020:242) adds that

satisfied employees are happier about their jobs and this contributes to organisational success and performance. The employer must take reasonable steps to ensure that every employee working under him or her works in a satisfactory health and safe working environment. A working environment consists of safety to employees, good employment relationships, job security, motivation, recognition for good performance and participation in decision making (Heyns & Kerr, 2018:08).

Badrianto and Ekhsan (2019:65) discovered that how well employees engage with their working environment has a positive impact on the level of employee's performance. Sunarsi (2020:242) conducted a study on the impact of a working environment on performance at Pakistan and discovered that a working environment has a strong impact on employees' well-being and develops interaction, collaboration and innovation to improve organisational performance. Sunarsi (2020:242) found that most organisations ignore the working environment within their organisation, which results in an adverse effect on the performance of employees. Badrianto and Ekhsan (2019:65) found that as the competition increases and the business environment is changing, for different organisations to operate to their maximum potential, they have to ensure that their employees are working in a conducive environment. Employees are becoming more concerned about their working environment, which includes job safety and security, good relationships with co-employees and working hours.

7.5.9 Recognition and appreciation
The results of the qualitative study found that most ($N = 5$) of the participants expressed the view that recognition and appreciation can enhance organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. Abdullah, Shonubi and Hashimand Hamid (2016:50) conducted a study on recognition and appreciation and its effect on performance in Malaysia Information Technology (IT) Company and discovered that it is important for employers to express an appreciation to encourage good employee behaviour to meet strategic organisational objectives. According to Baqir, Hussain, Waseem and Islam (2020:12), recognition and appreciation show confidence in the workforce and confident workforces are more productive. Thus, a manager must tell his or her employees that they are valuable and that their skills and abilities are recognised and appreciated to boost their confidence and contribute to organisational performance. Abdullah et al. (2016:50) found that when employees feel appreciated and recognised for their commitments in the work environment, improved results including employee commitment, lower staff turnover and higher customer loyalty take after and improve organisational development and performance.

Asaari et al. (2019:52) discovered that intrinsic rewards such as recognition and appreciation are important in stimulating employee attitudes and improving employee performance. Abdullah et al. (2016:50) found that recognition and appreciation are valuable functions that are needed in the organisation to boost employee motivation and organisational performance. Asaari et al. (2019:53) held a view that recognition and appreciation are the most effective non-monetary intrinsic rewards awarded by an organisation to appreciate and recognise employee involvement in the organisation to improve organisational performance. In contrast, Abdullah et al. (2016:53) found that some managers still prefer to order employees around rather than offer recognition and support and this demotivates and frustrates employees. Recognition and appreciation boost employee morale and high spirit to contribute to organisational performance.

Hussain, Khaliq, Nisar, Kamboh and Ali (2019:73) found that employees not only want remuneration from their employers but they also need to be valued, appreciated and recognised. Asaari et al. (2019:53) discovered that it is better to recognise and appreciate employees rather than give them incentives because non-monetary rewards are more motivating than monetary rewards. According to Hussain et al. (2019:73), organisations recognise and appreciate their employees to keep their motivation and self-esteem high. Asaari et al. (2019:53) emphasised that the employees who are recognised in their organisations are well motivated to perform well and in this way, organisations achieve their goals. Thus, there is a direct relationship between appreciation, recognition and organisational performance.

7.5.10 Organisational performance and employee relationships

The results of the quantitative study found a strong positive relationship between organisational performance and employee relationships ($r = 0.531$, $p < 0.01$). According to Samwel (2018:31), organisations cannot perform better and achieve its objectives if there is a bad relationship between employees and employer. It is therefore important for employers to create and maintain good working relationships with their employees. Li, Jia, Cai, Kwan and You (2020:206) stated that effective employee-employer relationship is vital to the workplace whether at the time of recruitment, during an employees' tenure or at the time where the employee decides to leave the organisation. Good employee relationships are essential to the organisation because it encourages employees to work better and produce more results. As for Salas-Vallina, Alegre and López-Cabrales (2021:334), the application of human relations in managing human resource is critical in today's business competitive environment.

According to Samwel (2018:32), factors such as job satisfaction are achieved when there is a great working relationship between employees and employers. Although organisations can have qualified, competent, and motivated workforce, but if there is no peace and harmony at the workplace their performance will be in danger. The employee relationships are crucial, and employers need to pay attention to this relationship if they want their organisations to grow and succeed. Li et al. (2020:207) stated that organisations should actively seek good employer-employee relationships whether or not they are bound by union contracts. Organisations need employees who can peacefully work together towards the achievement of the organisational goals and objectives (Evelyne, Muathe & Kilika, 2018:79). This can only be achieved if there is a good employee relations in the organisation as the objectives of employee relations is achieve harmonious employee relations and minimise conflict practices in employment (Salas-Vallina et al., 2021:334).

According to Li et al. (2020), employee relationship management has many documented positive effect in organisations such as strengthening corporate communication and culture, fostering about company products, services and customer providing real-time access to company training. Li et al. (2020) observed that employee relations are to manage the relationship between employer and employees with the ultimate objective of achieving the optimum level of performance. Samwel (2018:33) narrated that the unitary viewpoint of employee relations is the belief that management and employees share the same concerns and it is therefore in both their interests to cooperate to achieve organisational performance. According to Salas-Vallina et al. (2021:334), good relationship between employer and employee do not just happen but they are the result of a strategy and activities that employee relations managers design to improve communication and relationships that contribute satisfactory performance, satisfaction, motivation and morale of the employee.

7.5.11 Mismanagement of the organisation

The quantitative findings revealed that 85.4% of the respondents agreed that mismanagement of the organisation led to poor performance. Similarly, Samdanis and Lee (2019:483) found that good employee relationships can prevent mismanagement and poor organisational performance. In addition, the impact of mismanagement may be severe in less developed countries as organisations in developed countries may perform well even if they have poor management. According to Jayasimha and Tigadi (2018:558), effective leadership is a key factor that prevents the mismanagement of the organisation. The mismanagement of the organisation is the main reason for organisational failure and poor performance. The

organisational poor performance is related to mismanagement and the inability to set meaningful priorities.

Samdanis and Lee (2019:478) researched about the significance of internal relationships between managers and employees. Organisations cannot perform up to standard because top managers cannot create good employment relations with lower managerial employees. Poor performance would be less likely to occur in organisations where there are high levels of corporation achieved through joint decision making. Poor relations with external stakeholders lead to a decline in organisational performance. Mendy (2020) & Andjarwati et al. (2019) suggested that effective leadership and management of performance help prevent mismanagement and failure.

7.5.12 Failure to negotiate during collective bargaining

The results of the quantitative study found that 69.2% of the respondents agreed that failure to negotiate during collective bargaining lead to poor organisational performance. Likewise, Carré et al. (2020:292) found that trade unions negotiate with employers through collective bargaining to improve employees' working conditions to enhance their organisational performance. Collective bargaining is an important phenomenon that contributes to organisational peace and order to enhance employee relationships (Amri & Ramdani, 2021:95). The collective decisions reached through collective bargaining avoid disputes that might negatively affect organisational performance and growth.

As for Doellgast and Benassi (2020:243), collective bargaining is used as a tool to regulate flexibility as employers and trade unions have conflicting interests because of limited resources. The logic of collective bargaining comes from the idea that employees must unite to balance the power of the employers. Doellgast and Benassi (2020:245) emphasised that both trade unions and employers can benefit from collective bargaining if it is conducted in a fair procedure. However, trade unions threaten to withdraw their labour and embark on strikes if there is no agreement to resolve grievances. Strikes, therefore, negatively affect organisational performance. The threat of strikes could also harm the public who depend on services provided by the organisation.

7.5.13 Proper handling of employee grievances and disputes and its impact on organisational performance

The results of the quantitative study revealed that 92% of the respondents agreed that proper handling of grievances and disputes contributes to good organisational performance. Similarly, Obiekwe and Eke (2019:6) found that the proper handling and management of employee grievance has made organisations restructure existing procedures to accommodate the feelings, opinions and views of employees to gain employee loyalty and trust. The success and survival of an organisation are determined by the proper handling of grievances and disputes. The proper handling of grievances ensures harmonious employment relationships. The harmonious employment relationships encourage employees to be more committed and put in more effort, which helps to promote organisational performance. According to Obiekwe and Eke (2019:7), an effective employee grievance procedure encourages good performance while poor management of employee grievances is destructive and brings disharmony to the organisation with a notable reduction in organisational performance.

Effective handling of employee grievance is a vital role of the personnel managers in organizations today. Obiekwe and Eke (2019:03) contend that when grievances are left unhandled or improperly handled, they have profound influence on motivation, moral, management-labour relationships and negatively affect the productivity of the organization, therefore, must be tackled with all seriousness. Rachitha (2019:143) stated that grievances are therefore indications of dissatisfaction on the part of individual members of an organization, and groups with members that have common interest. The suppression of grievances has far-reaching implications for the survival, growth and performance of industrial organisations. Sumalatha and Sucharitha (2019:818) found that suppressed workers grievances can give rise to informal strikes, sabotage, high degree of absenteeism, low morale, quarrels, suspicion, lack of commitment and accidents at the workplace with its serious consequences on productivity and improved performance.

According to Obiekwe and Eke (2019:3), an employee cannot do effective work if he or she is aggrieved against his supervisor or the organization in general. If grievances are handled with a proper concern and consideration, they will initiate positive changes in the organisation, thereby enhancing organizational productivity and employee satisfaction. Effective management of employee grievance help management understands the feelings and attitude of the workers concerning the organisations' polices practices and rules. According to

Sumalatha and Sucharitha (2019:818), the rationale for grievance procedures is to help individual organisation attain its best in terms of employee's performance and service delivery. Rachitha (2019:145) suggested that executives must give a written solution regarding grievance resolution outcome to distressed subordinate. Obiekwe and Eke (2019:5) stated that the choice of an effective way of managing an employee's grievance ensures justice in the management of employee grievance and helps managers to base their decisions on ethical codes of conduct. Obiekwe and Eke (2019:7) stated that employee grievance management practice helps managers to identify questionable practices and areas of discontents in the organisation and provides measures of correcting the questionable or faulty practices or policies.

7.6 Objective five: The impact of COVID-19 on organisational performance

The fifth objective of this study was to identify the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The results of both studies revealed that COVID-19 affected organisational performance in various ways at this organisation. The findings on the impact of COVID-19 on organisational performance are discussed below.

7.6.1 Reduced work output/performance by employees

The results of both studies revealed that COVID-19 affected work output by employees. The results of the quantitative phase revealed that the outbreak of COVID-19 affected work output by employees in the organisation. The quantitative study found a strong positive correlations between COVID-19 and organisational performance ($r = 0.584$, $p > 0.01$). The quantitative study also found that 92.9% of the respondents agreed that the outbreak of COVID-19 reduced work output by employees. Furthermore, the results of the qualitative study ($N = 7$) also confirm the quantitative results that there was reduced work output by employees as a result of COVID-19.

The global lockdown restrictions of organisations that were implemented to curb the spread of the virus generated serious challenges for both employers and employees across the globe. Similarly, Shen et al. (2020) found that maintaining social distancing and working from home due to COVID-19 have become challenging for most organisations and led to people missing deadlines, thus, affecting negatively organisational performance. Sintema (2020:05) also discovered that the COVID-19 pandemic has created a challenging environment for Human Resource Management having managers who help employees adapt and cope with radical

changes in the workplace. The impacts of COVID-19 on employees and organisations around the globe have been severe. The pandemic created and developed conflict between making profits and safety (Ndlovu & Tshoose, 2021:29).

The immediate impacts of COVID-19 are apparent and reflected in the interruption of cash flows as a result of business closures due to lockdown restrictions. Such restrictions and business closures have endangered the work output and longevity of businesses by slashing their revenues and supply chains. Sintema (2020:06) found that one of the main negative implications of COVID-19 for most businesses is likely to be in the reduced performance of businesses. Sintema (2020:06) argued that the measures adopted by organisations to curb the spread of COVID-19 and any future measures to be put in place to reduce longer term impacts may affect the work output of employees. Although the majority of organisations ceased to operate with immediate effect following governmental restrictions, some organisations took several steps to maintain work output by employees and/or assume rapid recovery. Shen et al. (2020) argued that past disasters should have at least taught businesses about the importance of staying alert and distributing resources for any future disturbances. This would have helped businesses not to suffer tremendously as a result of COVID-19.

7.6.2 Emotional and mental shock

The results of both studies revealed that employees suffered emotional and mental shock due to COVID-19. The results of the quantitative study revealed that 83.9% of the respondents agreed that employees suffered from fear and mental shock as a result of COVID-19. The results of the qualitative study also revealed that most ($N = 7$) of the participants expressed the view that the employees suffered emotional and mental shock as a result of COVID-19 pandemic at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

Similarly, Levkovich and Shinan-Altman (2021:359) discovered that, as a result of COVID-19, people found themselves having to cope with new emotional difficulties, especially feelings of stress and anxiety. The COVID-19 pandemic posed a serious threat to emotional and physical health. Likewise, Levkovich and Shinan-Altman (2021:360) reported that people suffered from serious mental health issues as a result of COVID-19 pandemic. Gonzalez et al. (2020:4) conducted a study on the psychological impact of COVID-19 and lockdown on mental health and discovered that COVID-19 and lockdown restrictions had a serious negative impact on the mental health issues of people. In addition, an employee's fear that they will contract the virus and get ill or die may create psychological effects. According

to Levkovich and Shinan-Altman (2021:359), the feeling of fear of getting the virus together with the shortages in medical supplies may increase stress levels and mental shock among employees. Sintema (2020:07) discovered that COVID-19 has substantially contributed to a greater risk of employees encountering job burnout including chronic feelings of exhaustion and a distant attitude towards work performance. Previous research (Ndlovu & Tshoose, 2021:29) on viruses found that pandemic situations exert an emotional impact and increase the levels of stress and resilience. Mohammadi, Oshvandi, Shamsaei, Cheraghi, Khodaveisi and Bijani (2021:03) found that the high rate of COVID-19 infections in the world exposed employees to various psychological stress and tension in their lives. The death of family members due to COVID-19 usually caused emotional shock and trauma to the other members of the family who need to receive emotional support from relatives and society at large. The death of a family member due to COVID-19 especially when the victim is young and without medical aid, can subject families to extra emotional shock and stress. Mohammadi et al. (2021:02) stated that COVID-19 is the most threatening pandemic in recent decades and has caused severe emotional and mental shock due to rapid transfer and high lethality.

7.6.3 Work setup readjustments
The results of the qualitative study discovered that most ($N = 7$) of the participants agreed that COVID-19 created work setup readjustments. Papadopoulos et al. (2020:02) found that most employees found it difficult to manage working from home with limited resources, along with household responsibilities and the pressure to contribute positively to work performance. The majority of the workforce today is combining work and family responsibilities. Gonzalez et al. (2020:4) discovered that work and family responsibilities are often problematic and lead to conflicts. Papadopoulos et al. (2020:02) found that people find it difficult to maintain multiple roles at the same time and cannot perform each role successfully leading to conflict. While COVID-19 changed the normal work routines, it also accelerated the trends that were already underway including the migration of work to online or virtual environments. Papadopoulos et al. (2020:02) found that most of the organisations ensured that employees are kept safe by encouraging working from home and maintaining social distancing. Only a few people are allowed to come to the office and the rest of the employees work from home. During the COVID-19 pandemic, the safety and health of the employees was the priority and other chemical organisations began to manufacture their own sanitizers and distribute them around the country as well.

7.6.4 Deprived social support and employee wellness

The qualitative results found that half ($N = 4$) of the participants agreed that COVID-19 caused deprived social support and employee wellness. Due to the unique and unprecedented times of COVID-19 pandemic, employers are required to adhere to the Occupational Health and Safety Act 85 of 1983 (OHSA) which requires employers to provide and maintain reasonable working environment that is safe and without risks to the health of workers and to take steps to eliminate or mitigate the potential hazards of the COVID-19. According to Saltzman, Hansel and Bordnick (2020:55), social support plays a key role in ensuring individual well-being, yet one of the major efforts to reduce the spread of COVID-19 involves social distancing. Labrague (2021:1894) discovered that, during the times of the pandemic, social support is key and emphasised as a coping mechanism to boost employee wellness. Saltzman et al. (2020:55) stated that, during a pandemic, social support and community ties play an important protective role in ensuring mental health recovery. Labrague (2021:1895) argued that during COVID-19 pandemic, there was wide access to technology that helped deal with loneliness and isolation and also improved employee wellness.

Similarly, Saltzman et al. (2020:55) noted the significance of social networks in promoting resilience to stress as a result of deprived social support. Since there are lockdown restrictions during COVID-19, using technology to socialise offers an important opportunity to handle and deal with stress. During stressful events, employees are more likely to suffer mental and psychological effects when they are deprived of social support from colleagues and wider communities. Likewise, Labrague (2021:1896) discovered that support from colleagues, peers, family and friends helps individuals to be emotionally stable in the face of stress-inducing events.

7.6.5 COVID-19 and employee relationships

The quantitative results indicate a moderate positive correlation between COVID-19 and employee relationships ($r = 0.319$, $p < 0.01$). There is no doubt that the COVID-19 pandemic has had a profound impact on the workplace, and it brings with it new challenges, particularly when it comes to the unique relationship which exists between an employer and an employee. Similarly, Haque (2021) found that the exceptional measures of COVID-19 adopted have had an unprecedented impact on employers and employees, which have been adjusting to the rapidly changing situation triggered by the pandemic and the national economic crisis. Business owners have had to introduce adequate changes to the way in which they work, and

as such, some businesses have considered remote working, and temporary staff reductions. Other businesses were forced to consider permanent staff cuts or the complete suspension of business activities.

According to Juchnowicz and Kinowska (2021:293), most of the organisations have embraced remote working to maintain productivity and ensure the continuation of organisational activities. However, shifting to remote working brought challenges which affected employer-employee relationships and efficiency. Employees were compelled to live in social isolation and emotional distancing due to lockdown. The COVID-19 pandemic not only affected employee relationships but also created a communication gap due to lack of face to face interactions (Haque, 2021). Working in an office environment helps employees fabricate important connections that upgrade collaboration and generally yield desired results. WFH situations make a boundary among partners and make it even harder to arrange errands or pivotal data required for the activity.

7.6.6 Workplace discipline and COVID-19 pandemic

The quantitative results indicate a moderate positive relationship between COVID-19 and workplace discipline ($r = 0.377$, $p < 0.01$). During the COVID-19 pandemic, disciplinary and grievance procedures must always be fair, reasonable and carried out in a way that follows public guidelines (Wang, Liu, Qian & Parker, 2021:18). It may be helpful for employers to consider their overall policy on how they handle disciplinary and grievance procedures during the pandemic. Many organisations and employees are facing additional pressures and there are practical challenges to holding disciplinary meetings due to COVID-19, but procedures must still be taken forward without unreasonable delay (Ndlovu & Tshoose, 2021:39). Employers should try to find a safe, fair and reasonable way to go ahead with procedures. Wang et al. (2021:19) stated that employers must consider the well-being of employees in deciding whether to and how to proceed, given the additional stress placed on many by the COVID-19 pandemic. The employee's right to be represented applies as normal during COVID-19 pandemic, and if a companion is unable to attend due to other commitments, the guidance recommends delaying the meeting.

Carnevale and Hatak (2020:185) emphasised that self-isolation, social distancing, lockdown and other measures, which have been implemented to curb the spread of COVID-19 have significantly affected the way in which organisations operate, including how employers deal with disciplinary and grievance situations. The majority of employers may continue to find it

difficult to implement in full the principles set out in the LRA 66 of 1995, BCEA 75 of 1997, and EEA 55 of 1998, depending on the extent to which their workplaces have been disrupted by COVID-19 pandemic. According to Carnevale and Hatak (2020:185), difficulties that employers may face include practical difficulties in conducting disciplinary or grievance investigations, and practical issues associated with convening a disciplinary or grievance meeting, whether remotely or face to face. In addition, difficulties include ensuring that disciplinary and grievance processes are dealt with without delay, despite potential staffing and logistical issues.

7.6.7 COVID-19 affects the opening of new job roles

The quantitative study found that COVID-19 affected the opening of new job roles at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The results of the quantitative study found that 50.9% of the respondents agreed that COVID-19 affected the opening of new job roles in this organisation. Similarly, Labrague (2021:1898) found that the volume of online job postings decreased rapidly since the beginning of the pandemic. According to Saltzman et al. (2020:55), research shows that the decline in the opening of new job roles was prevalent, affecting all sectors and occupations in almost all the economies.

The COVID-19 pandemic crisis has had more negative consequences on the demand for new jobs but not in all countries. Saltzman et al. (2020:55) stated that the demand for employees in 'front line' sectors or those employees involved in the management of the COVID-19 pandemic was intense as validated by either a growing number of jobs advertised or a sharp decline in job postings. When examining the underlying skills for new job roles, evidence from most countries reveals a strong increase in the demand for technical competencies in the healthcare sector such as emergency and intensive care (Butt, 2021). Transversal skills such as teamwork or communication skills also remain in strong demand among the topmost advertised new job roles in the labour market. Some organisations ceased their operations permanently during the COVID-19 pandemic and did not create any new job roles or hire any new employees (Aum, Lee & Shin, 2021:70).

7.6.8 Strategies to mitigate the effects of COVID-19

The results of the quantitative study found that 91.5% of the respondents agreed that there are strategies in place to mitigate the adverse effects of COVID-19 in the organisation. Likewise, Ebrahim et al. (2020:2) found that rapid global preparedness is required to curb the spread of the virus. It is important to prepare and come up with a responsive plan since the pandemic outbreak cannot be confined to a particular area. Apart from widespread vaccination,

mitigation actions are the primary bulwark against COVID-19. Since the World Health Organisation (WHO) announced COVID-19 pandemic, individual nations introduced new lockdown rules and social distancing to curb the spread of the virus. In low and middle income countries, a lockdown strategy was implemented to curb the spread of the virus. Although lockdown strategies across countries were effective in reducing the spread of the virus, there have been negative impacts reported globally which include the increase in HIV infection during the pandemic (Ebrahim et al., 2020:2).

Walker, Whittaker, Watson, Baguelin, Ainslie, Bhatia, Bhatt, Boonyasiri, Boyd, Cattarino, and Cucunuba Perez, (2020) investigated the effect of isolation; contact tracing, testing and physical distancing on reducing transmission. Walker et al. (2020) show that in most cases if contact tracing is effective then together with isolation, three months would be sufficient to control COVID-19. Ndlovu and Tshoose (2021:29) looked at physical distancing measures in Wuhan, China and concluded that these potentially could both reduce and flatten the peak of the epidemic. In fact they warned that a too early and sudden removal of these restrictions could precipitate a secondary peak. Walker et al. (2020) showed the importance of mask wearing and hand washing in conjunction with social distancing. Mask wearing and hand washing are two measures entirely within the control of the individual, whereas other measures may need group cooperation.

7.7 Objective six: Recommendations on how workplace discipline can improve organisational performance

The last objective of this study identified the recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The results of both studies revealed that consistency and fairness and proper communication are recommendations that can be adopted by managers to improve organisational performance. The findings on the recommendations on how workplace discipline can improve organisational performance are discussed below.

7.7.1 Consistency and fairness

The results of the study revealed that consistency and fairness are recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The quantitative results indicate a strong positive relationship between the recommendations on how work discipline can improve organisational performance ($r = 0.664$, $p > 0.01$). The quantitative results also found that 92% of the respondents agreed that

avoiding inconsistency can improve organisational performance. In the case of a qualitative study, the majority ($N = 6$) of the participants recommended that consistency and fairness when administering organisational policies and procedures can help improve organisational performance. The findings of this present study reaffirmed the findings of previous researchers as discussed in chapter two (Dzimbiri, 2017:45; Knight & Ukpere, 2014; Otto & Ukpere, 2020:220; Sonnenstuhl & Trice, 2018:38).

It is widely accepted that workplace discipline is a challenging aspect of every manager's job and fairness is crucial to good reactions to discipline on the part of employees (Manganyi & Mogorosi, 2021:1745). To be considered fair, discipline should be applied consistently and have the same standards in the approach when disciplining employees (Dzimbiri, 2017:45). This eradicates confusion and any other legal confusion caused by unfair and inconsistent disciplinary procedures. Ortega (2018:15) held the view that an unfair and inconsistent disciplinary procedure may lead to legal action taken against the organisation. According to Knight and Ukpere (2014:590), one of the most significant aspects of disciplinary fairness is the consistency of disciplinary action. Although the consistent application of discipline is an important disciplinary fairness factor, employees are also looking for the opportunity for "voice" – to have their circumstances heard and taken into account (Sonnenstuhl & Trice, 2018:38).

Setiaji and Lo (2020:215) found that in practice, consistency may not be achievable both within managers and supervisors. Employees who break the same set of rules may have done so under different circumstances (Dzimbiri, 2017:45). For example, lateness may be due to childcare activities for one employee whereas for another employee, it may be due to going to the night clubs. Inconsistent disciplinary treatment may be viewed as appropriate and reasonable given these circumstances. A manager might consider helping the first employee find a helper and impose a verbal or written warning on the second employee. The inconsistency between the supervisors may create challenges. One supervisor may manage by the book and apply discipline consistently in every case whereas another supervisor may assume a relaxed approach and only apply discipline in cases of repetitive offences. Knight and Ukpere (2014:590) found that supervisors can be inconsistent when applying discipline across individual employees. These inconsistencies relate to differences in attributions made by the supervisor such as the level of seriousness of rule violation and the level of employee personal responsibility. Mooijman and Graham (2018:103) found that individual employees perceive consistency as a significant dimension of the disciplinary procedure.

7.7.2 Proper communication of organisational policies and procedures

The quantitative study found that proper communication of organisational rules and procedures can improve organisational performance. With regards to the results of the quantitative study, there is a strong positive correlation between the recommendations and proper communication of policies and procedures as a factor that enhance organisational performance ($r = 0.605$, $p > 0.01$). In addition, the quantitative study also found that 93.9% of the respondents agreed that proper communication of organisational policies and procedures can improve organisational performance. However, in the case of qualitative study, the majority ($N = 6$) of the participants hold the view that proper communication of organisational policies and procedures can improve organisational performance. The findings of this study agreed with the findings of previous researchers (Argote et al., 2018; Marlow et al., 2018; Musheke & Phiri, 2021).

Similarly, Argote et al. (2018:195) found that the organisation should ensure that all employees are aware of the organisation's policies and procedures regarding disciplinary action. Marlow et al. (2018:149) found that all organisations rely on proper communication of policies and procedures for their basic functioning. Communication is used to transfer organisational rules, regulations, policies and procedures to employees. As simple as communication may look, research by Argote et al. (2018:194) revealed that communication can either build or destroy the organisation; hence proper communication of policies and procedures is essential for an organisation's survival. When organisational rules, policies and procedures have been poorly carried out, this can cause interpersonal conflict in organisations.

According to Musheke and Phiri (2021:660), proper communication of organisational policies and procedures enhances good relationships and minimises strikes and lockouts. According to Musheke and Phiri (2021:663), organisational goals and purposes are sometimes not realised when there is a lack of proper communication in the organisation. A lack of proper communication is one of the major reasons that can create confusion and poor planning in the organisation. An employer's communication skills are vital in not only decision making but in transferring the results of the decisions to other people. Proper communication of organisational policies and procedures is the source of information used by employers in making decisions that affect organisational performance (Musheke & Phiri, 2021:662).

Concentrating on proper communication of organisational policies can be influential in improving the rate at which employees perform their tasks (Sukmana et al., 2021:335-336). Proper communication of policies and procedures is the central function of organisational performance. The current organisational work requires organisations to concentrate more on proper communication processes since tasks are becoming more challenging due to changing work environments (Musheke & Phiri, 2021:663).

7.7.3 Elimination of discrimination during disciplinary process

The results of the quantitative study found that 90.1% of the respondents agreed that the elimination of discrimination during the disciplinary process improved organisational performance. Similarly, Mendropa (2018:96) recommended that employers must not be personal when dealing with disciplinary cases but should focus on the act of misconduct. Employers and supervisors must invoke discipline with maturity and focus on improving employee performance rather than punishment. Peng and Lee (2019:1461) recommended that supervisors and employers should allow employees to state their case and listen to what they have to say and not be influenced by inputs from other employees. Supervisors should also know that the employees whom they lead are unique and from diverse backgrounds with different ways of reasoning. Peng and Lee (2019:1461-1462) contended that it is not always advisable to invoke strict measures of discipline to change unacceptable behaviour. Supervisors and employers must understand that factors such as position held, gender, age, race and culture should not have an influence when discipline is invoked.

7.7.4 Understanding of emotional reactions

The quantitative results found that the understanding of emotional reactions can improve organisational performance. In addition, the quantitative study found that 82.5% of the respondents agreed that the understanding of emotional reactions can improve organisational performance. Tentama et al. (2020:4154) found that employers must note the emotional reactions that employees display as these may cause further problems, which are counter-productive to acceptable standards of behaviour. Other employees often perceive discipline as frustrating and stressful and these feelings increase when discipline is delayed. Tentama et al. (2020:4154) recommended that managers and supervisors should ensure supportive behaviour towards members who undergo disciplinary measures.

7.7.5 Commencing discipline immediately

The results of the quantitative study found that 87.8% of the respondents agreed that commencing discipline immediately can improve organisational performance. Similarly, Ballard and Easteal (2018:111) discovered that discipline must commence immediately after the misconduct is committed so that employees will see a direct relationship between the offence and discipline invoked. No time limit is specified during the investigation, but speedy handling of disciplinary cases is encouraged. Other employers and supervisors prefer to gather all cases leveled against the employee to build a stronger case against the employee. However, Putri (2020:3) argued that this process delays the time before the misconduct is dealt with and it is often challenging to correct misconduct or to offer support.

7.7.6 Discipline in private

The results of the quantitative study found that 79.3% of the respondents agreed that employees who were disciplined in private improved their performance. Likewise, Zipay et al. (2020) argued that it is also important to punish employees publicly to set an example to other wrongdoers about what will happen if they transgress organisational rules and procedures. Disciplining employees in public is more likely to create fear and fuel conflict between employers and employees. However, the reason for punishing an employee is to curb the occurrence of future misconduct, hence it should be done privately. Zipay et al. (2020) further argued that to discipline in public is not intended to humiliate employees concerned. Moergen et al. (2020:135) emphasised that discipline must be conducted privately whenever possible. Moergen et al. (2020:139) found that to discipline privately is more accurate since employees are not humiliated in front of their co-workers.

Taohid, Sujai and Nugraha (2021:15) argued that work discipline is not a matter of dominance or punishment, it is about making the work environment safe and pleasant for both employees and managers, hence discipline must be conducted in a private environment. Firmansyah, Maupa, Taba, and Hardiyono (2020) found that discipline is more effective when it is done in private because it creates a foundation of trust between an employee and manager. Mokgolo and Dikotla (2021:12) also found that an employer communicates clearly organisational rules and procedures during private disciplinary process. A private disciplinary process ensures that there is order and respect in the workplace.

7.8 Chapter summary

The qualitative and quantitative findings revealed that workplace discipline improves organisational performance. The qualitative findings showed that workplace discipline is compliance with organisational rules and procedures, improves organisational effectiveness and efficiency and harmonises employee behaviours to organisational objectives. In addition, the qualitative and quantitative results showed that workplace discipline builds improved quality employee relationships and also builds tension among employees. The qualitative findings found that workplace discipline promotes clarification of organisational policies and procedures and is conflict resolution. Also, the quantitative and qualitative results showed that the factors that affect workplace discipline are inconsistencies in policy application and interpretation, favouritism and unfairness, a delay to invoke punishment and poor communication. The qualitative results found that the factors that affect workplace discipline are inconsiderate trade union interventions. Furthermore, the qualitative and quantitative results showed that the factors that enhance organisational performance are remuneration and working conditions, improvement in the working conditions, conducive working environment, recognition and appreciation and effective communication. The qualitative and quantitative results showed that the COVID-19 reduced performance output by employees and the qualitative results showed that the COVID-19 affected employees emotionally, work setup readjustments and deprived social support. Lastly, both qualitative and quantitative results showed that the recommendations on how workplace discipline can improve organisational performance are consistency and proper communication of organisational rules and procedures.

Chapter eight

Recommendations and conclusions

8.1 Introduction

The previous chapter provided a discussion on the findings of the study in accordance with the research objectives. This chapter provides the overall conclusions and recommendations based on the empirical evidence and key findings from the study. The study aimed to investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas. The research questions and objectives that form part of the study were duly investigated and achieved. SPSS (version 27.0) was employed in the quantitative study to analyse statistical results. On the other hand, thematic analysis was used in the qualitative study to identify, analyse and report the themes identified in the study. The key findings of both the qualitative and quantitative research are presented in the chapter. The recommendations were directed to employers, employees, their trade unions, government and other stakeholders about workplace discipline and organisational performance. The chapter concludes with the limitation and directions for future research. The research objectives which guide the conclusions and recommendations are:

- To investigate the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To establish the impact of workplace discipline on the employee relationships at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To identify the factors that affect workplace discipline at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To examine the factors that can enhance organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To determine the impact of COVID-19 on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.
- To make recommendations on how workplace discipline can improve organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

8.2 Key findings from the empirical research

This section summarises the key findings that emerged from the study. The study investigated the impact of workplace discipline on organisational performance via a mixed methods research approach. The qualitative findings revealed that workplace discipline is the compliance with organisational rules, regulations and policies. This compliance with organisational rules, regulations and policies assumed that employees consistently comply, persistently persevere and work according to the specified rules without transgressing predetermined rules.

Furthermore, qualitative and quantitative findings revealed that workplace discipline improves employee and organisational performance. The quantitative results showed a moderate positive relationship between workplace discipline and organisational performance. This implies that the success of an organisation depends on employee performance. The results of the qualitative study also revealed that workplace discipline improves organisational efficiency and effectiveness. This is based on the notion that an organisation cannot be effective, efficient and cannot achieve set its goals if the employees are not disciplined. The qualitative findings showed that workplace discipline harmonises employee behaviours to organisational objectives. On the other hand, quantitative findings showed that workplace discipline created resentment on the part of those disciplined.

The findings of the quantitative study showed that lengthy discipline create conflict between managers and employees. Also, the quantitative results revealed that employees who faced disciplinary action were influential in their job roles. In addition, the quantitative results found that there is proper HR policy that is in place to support organisational performance, and good corporate governance and strong ethical stance promotes organisational performance.

Additionally, both the qualitative and quantitative research investigated the impact of workplace discipline on employee relationships at Sappi Saiccor, Umkomaas in KwaZulu-Natal. The qualitative and quantitative findings indicated that workplace discipline has several implications on employee relationships including building improved employee relationships, building tension among employees, promoting clarification of organisational policies and procedures, is a form of conflict resolution, creates conflict among employees, build quality employee relationships, ensures organisational goals are achieved, and creates peace and order among employees.

The quantitative results indicated a strong positive relationship between workplace discipline and employee relationships. The quantitative results also revealed a strong positive relationship between employee relationships and organisational policies and procedures translated as workplace discipline. In addition, the quantitative results indicated a strong positive relationship between employee relationships and organisational performance. The quantitative results also revealed that workplace discipline affect negatively the employment relationships, and ensures that the goals of the organisation are achieved. Also, the quantitative results revealed that workplace discipline help build the positive work environment and creates and order among employees.

The quantitative and qualitative research examined the factors that affect workplace discipline. The qualitative and quantitative studies revealed that the factors that affect workplace discipline in this organisation are inconsistencies in policy application and interpretation, favouritism and unfairness, poor communication of organisational rules, regulations and procedures. The qualitative result showed that inconsiderate trade union interventions affects workplace discipline. The quantitative study also revealed that discrimination, a delay to invoke punishment, specific management practices, inadequate leadership, and to discipline in public affects workplace discipline.

Moreover, both quantitative and qualitative research investigated the factors that enhance organisational performance. The findings of both studies indicated that these factors were remuneration and working conditions, effective communication, and a conducive working environment. The qualitative study revealed that recognition and appreciation can enhance organisational performance. The results of the quantitative study found a strong positive relationship between organisational performance and employee relationships. The quantitative study found no relationship between remuneration and working conditions, effective communication, conducive working environment and recognition and appreciation. The quantitative study also found that incentives, delay in payment of wages, the conditions of service, mismanagement of the organisation, the inability to negotiate during collective bargaining, and the proper handling of grievances affected organisational performance.

Both qualitative and quantitative research examined the impact of COVID-19 on organisational performance. The qualitative and quantitative findings revealed that COVID-19 affected performance output by employees. The qualitative findings revealed that COVID-19 affected work set up readjustments, emotional and mental shock and deprived social

support and employee wellness. The quantitative results showed a strong positive correlation between COVID-19 and organisational performance. The quantitative results also found that the outbreak of COVID-19 affected organisational performance. In addition, the quantitative results indicated a moderate positive correlation between COVID-19 and employee relationships. Also, the quantitative results indicated a moderate positive relationship between COVID-19 and workplace discipline. The quantitative study found that irrespective of COVID-19 the organisation improves performance, and there are strategies to mitigate the adverse effects of COVID-19.

Lastly, the qualitative and quantitative studies further examined the recommendations on how workplace discipline can improve organisational performance. Consistency and fairness, proper communication of organisational rules and procedures can help improve organisational performance. The quantitative results indicated a strong positive relationship between the recommendations on how work discipline can improve organisational performance and consistency and fairness as the factors that affect work discipline. Furthermore, the quantitative results indicated a strong positive relationship between recommendations and proper communication of policies and procedures. The quantitative study also revealed that elimination of discrimination, commencing discipline immediately, understanding of emotional reactions, and private discipline are recommendations on how discipline can improve organisational performance.

8.3 Recommendations of the study
Based on the results guided by the objectives, the following practical recommendations should be implemented in chemical organisations in South Africa.

8.3.1 Recommendation 1: Consistency and fairness during disciplinary processes
Managers and supervisors need to administer discipline consistently without favouritism or bias to minimise the feelings of unfairness. Moreover, to resolve conflict between employers and employees and to ensure harmonious employment relationships, managers and supervisors must be consistent and fair during disciplinary processes to avoid escalation and to maintain labour peace. Consistent and fair disciplinary rules, regulations and procedures form an integral part of the employment relationship. For discipline to be effective and yield its desired outcomes, it needs to be procedurally and substantively fair and consistent. Unfortunately, the findings revealed that managers and supervisors are not consistent when administering discipline. The study found that managers and supervisors were not

consistently neutral and fair during disciplinary processes. Against this backdrop, the study recommends that managers and supervisors must be consistent and fair during disciplinary processes. The study recommends that when undesirable behaviours are noticed in the workplace, it is the prerogative of managers and supervisors to consistently and fairly correct those behaviours. Additionally, there has to be a just and equitable reason for invoking disciplinary action consistently and fairly.

8.3.2 Recommendation 2: Proper communication of organisational rules and procedures

Managers and supervisors must ensure all employees are aware of the organisation's policies and procedures regarding disciplinary action. The majority of organisations rely on proper communication of policies and procedures for their best functioning. When organisational policies and procedures are poorly communicated, this can create interpersonal conflict within organisations. Proper communication of organisational policies and procedures enhances good relationships and creates labour peace. However, the findings from this study showed that there is a gap in communication of organisational policies and procedures because of various reasons (specific management practices and the manager's unwillingness to invoke discipline). Based on the findings, the study recommends proper communication of organisational policies and procedures.

The organisation should ensure that it displays organisational policies and procedures visibly throughout the organisation. In addition, the organisation should ensure that all employees in all departments of the organisation are made aware of all organisational rules and procedures pertaining to workplace discipline. These organisational rules and procedures should be displayed on noticeboards and in areas where employees can easily conveniently view them. Departments in all organisations must also establish noticeboards where there are none and copies of disciplinary procedures made accessible to all employees. This ensures that employees know which offences constitute disciplinary action and sanctions attached to the offenses.

8.3.3 Recommendation 3: Coaching and mentoring

Coaching and mentoring are traditional approaches used to develop employees' skills, competencies, experiences and knowledge. Effective coaching and mentoring help develop specific employee skills needed to meet organisational standards. Furthermore, coaching and mentoring guide managers and supervisors to use proper procedures when invoking discipline. Coaching and mentoring are one of the best strategies to help employees realise

their full potential. Based on the findings, the study recommends that coaching and mentoring must be used to direct managers and supervisors to use effective disciplinary processes within the organisation. With mentoring, a senior manager must mentor middle managers and transfer knowledge of disciplinary competencies. With coaching, middle managers can direct supervisors where one on one are direct at specific issues of discipline and how to effectively institute discipline following organisation policies and legislation.

8.3.4 Recommendation 4: Discipline in a private setting

Punishing an employee should be done in a private setting whenever possible. Punishment creates less defensiveness on the side of the employee when it is conducted in a private setting. Employees are more likely to be defensive when they are disciplined publicly, which may fuel conflict. Private discipline is more effective since employees are not humiliated in front of their co-workers. The findings from this study revealed that public discipline may affect the disciplinary process. Based on the findings, the study recommends that managers and supervisors conduct discipline in a private setting so that employees are not humiliated in front of their colleagues. Through discipline, managers and supervisors dissuade others from engaging in undesirable behaviour by showing what happens when a misconduct is committed. However, it is also significant to discipline wrongdoers in public to set an example to other wrongdoers about what will happen if they misbehave. The whole point of punishing an employee lies in minimising future misconduct. Managers and supervisors who discipline wrongdoers in a private setting increase motivation, commitment and cohesiveness.

8.3.5 Recommendation 5: Effective leadership and supervision

Effective leadership is viewed as a key factor in organisational effectiveness and performance. Effective leadership enables an organisation to achieve its set of goals. The findings from this study revealed that ineffective leadership affects discipline. A good leader positively influences organisational members to contribute effectively towards the achievement and accomplishment of organisational goals, objectives and standards. Leaders in an organisation are value enablers. They must ensure that employees are supported and behave in line with the organisational policies and procedures. If a certain department within an organisation is not performing well, the leader is closely looked at because they are steering the ship either in the right or wrong direction. Based on the findings, the study recommends that managers and supervisors must control employee behaviour to that of acceptable standards in an organisation. In addition, effective leadership is likely to create an

opportunity for employees to engage in acceptable behaviours. Inadequate supervision leadership/supervision would create a lack of discipline.

8.3.6 Recommendation 6: Elimination of discrimination during disciplinary process

In many organisational settings, employees of colour are disciplined more frequently and more harshly than other employees, which cause negative results. The elimination of discrimination during discipline is a significant factor that must be considered during discipline. The elimination of discrimination during disciplinary process means that the employer must not be personal when invoking discipline on the employee. The managers and supervisors must not focus on the employee as a person, but on the act of misconduct. Factors such as gender, education, position, culture, and age should not influence how discipline should be conducted. Managers and supervisors with biased perceptions misuse their power to invoke discipline based on personal relationships or biased perceptions.

A supervisor that does not provide a constructive feedback to her employees because they studied together is guilty of personal bias. The HR personnel warn supervisors and managers about invoking biased disciplinary procedures. Supervisors and managers must allow subordinates to state their case and be listened to and not be influenced by other external conditions. The findings from the study showed that the elimination of discrimination can can smoothen disciplinary process. Based on the results of the study, the study recommends that managers and supervisors should accept that they their departments comprise of employees from diverse backgrounds with different ways of understanding. However, supervisors and managers must understand that strict disciplinary measures do not always produce all the desired results.

8.3.7 Recommendation 7: Discipline must be fair and just

The aim of disciplinary procedure is to promote fairness and justness when dealing with work discipline. The fairness and justness of discipline promotes productivity, reduces labour turnover, and contributes to organisational stability. Supervisors use discipline to discourage counter-productive behaviour. Procedural fairness is significant for employee behaviour because employees are more likely to accept responsibilities if the procedures are fair. Fair disciplinary procedures shape employee satisfaction with the results, as employees accept outcomes if the procedures are fair. A disciplinary code is necessary to establish guidelines of fairness and discipline must be administered in a procedurally fair way. Supervisors and managers who fairly discipline employees are trusted by employees. Moreover, supervisors who fairly discipline employees experience few legal challenges. Employees are less likely to

display negative attitudes if the supervisor has fairly conducted discipline. The findings from this study found that fairness and favouritism affects workplace discipline. It is against this backdrop that the study recommends the fairness and justness of discipline because it results in positive outcomes among subordinates who perceive them as fair. Employees who are fairly disciplined are less likely to quit and to be absent from work.

8.3.8 Recommendation 8: Employee's duty to obey reasonable instructions of the employer

The employee's duty to obey the instructions of the employer forms part of the execution of the work. It is vital to note that there is an implied duty that places an obligation on an employee to obey and comply with the reasonable instructions of the employer, and this forms an integral part in the employer-employee relationship. The Code of Good Practice on Dismissal recommends that dismissal is reasonable for gross insubordination, although dismissing an employee on the first attempt is not viewed as appropriate sanction. It is right to say an employee is guilty of insubordination if the employee concerned wilfully fails to obey with the reasonable instructions of the employer. It is also well settled that where the insubordination was deliberate, a sanction of dismissal would normally be justified. It is against this backdrop that the study recommends that employees must obey the instructions of the employer. Employees need to be aware that they are only entitled to refuse to obey unreasonable and unlawful instructions.

8.3.9 Recommendation 9: Employee counselling

Counselling procedures apply in cases of poor employee performance – a failure by the employee to satisfy the demands and standards of the employer. The counselling session is initiated and executed at the department level by the supervisor and is not discipline. It is a face-to-face communication session between the supervisor and the employee, conducted in a private setting, and its goal is to correct the problem. Employee counselling comprises of positive discipline and is effective when the supervisor genuinely helps an employee overcome challenges and offer support, assistance, and encouragement. Positive discipline highlights the positive aspects about the employee's actions. To be effective, the study recommends that disciplinary action should emphasise correcting the problem rather than punishing the offender. Employee counselling maintains the employee's dignity and self-respect. Unlike punitive disciplinary approaches, employee counselling emphasises offenders of expected performance – not warnings or reprimands for misconduct.

8.3.10 Recommendation 10: Proper attention to staff grievances

The study recommends that when addressing employee grievances, employers must work quickly to keep minor offenses from turning into major issues. Also, the study recommends that employers and supervisors must have strong grievance handling policies and procedures in place before any issue arises. Grievance handling policy should also include the organisation's definition of a grievance. After the employee has filed a grievance, the employer or supervisor must plan the resolution meeting as early as possible afterwards. Before the meeting, the employer or supervisor must communicate to the employee, in writing, the details of the meeting. The resolution meeting should involve the aggrieved employee, their representative or HR team member, and a neutral person who is not involved in the case. Employer and supervisor must keep lines of communication open with the aggrieved employee throughout the grievance handling process.

Proper attention to staff grievances has emerged as a top priority for managers and supervisors as the potential of grievance is always present at work. Arguably, the manner and speed with which these grievances are handled speaks much about how the employment relationships and performance of the organisation will be. Hence, proper handling of grievances plays a key role in the settlement of management's mistakes and weakness. If grievances are handled with a proper concern and consideration, they will initiate positive changes in the organisation, thereby enhancing organisational performance and productivity. Where there is no machinery for the effective settlement of grievances, they can have disruptive influences on the running of the organisation.

8.4 Contribution to the body of knowledge

The study explored the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal. Therefore, the findings emanating from the research study will help expand the body of knowledge on workplace discipline, while providing reference material for academics, practitioners, students, and scholars. The study will extend the frontiers of knowledge in the following fields: industrial relations, and HRM. The study is unique because it will help address issues such as inconsistency during disciplinary process, poor disciplinary procedures, discrimination during disciplinary process, poor communication during discipline, and effective supervision and leadership. The study promotes consistency, fair disciplinary processes, effective communication during discipline, and discipline in private. This study is significant because it helps improve the manner to which employers and supervisors handle disciplinary issues. Also, the study improves

employee performance and commitment through consistent disciplinary procedures at Sappi Saiccor, Umkomaas in KwaZulu-Natal.

From recent reviews conducted, it is clear that many studies available (Chai et al. 2021; Dhillon et al. 2021; Ermayenti & Heryanto, 2019; Ibrahim et al. 2021 & Lombok et al. 2021) are not South African based, so this study also contributes to bridging the knowledge gap of the literature of the impact of workplace discipline on organisational performance in South Africa. The findings from the study will also assist employers gain a good understanding and appreciation of the importance of workplace discipline and acknowledge that it is significant factor in enhancing employee performance. The study is unique as it also contributes to the existing body of knowledge by providing a mixed-methods approach to exploring the impact of workplace discipline on organisational performance in KwaZulu-Natal, South Africa.

The world of work is changing, and organisations need to incorporate this, redesign their disciplinary policies and code of conduct to be accessible to every employee; hence the findings of the study will close the gap in the existing body of knowledge of the workplace discipline and organisational performance. The study will also contribute to policy in such a way that the policy makers will be expected to use evidence emanating from the findings of this study in making their decisions. The findings from this study will serve as a guide to policy makers when they design and implement future policies of workplace discipline and organisational performance.

8.6 Suggestions and directions for future research.
This study created an in-depth knowledge in an area where, arguably, there exists limited research into South African chemical organisations. The study adopted a mixed methods approach to investigate the impact of workplace discipline on organisational performance at a selected chemical organisation in KwaZulu-Natal, South Africa. Therefore, the outcomes of the study must be limited to chemical organisations in KwaZulu-Natal, South Africa only. A comparative study could have been conducted between different organisations on the chosen phenomenon. Therefore, future research on the impact of workplace discipline on organisational performance should look at other organisations in other industries. Furthermore, the findings revealed that managers and supervisors were not consistent and fair in the application of organisational rules and procedures. Hence, future research should

explore how managers and supervisors can ensure consistency and fairness when applying organisational rules and regulations within an organisation.

8.6 Chapter summary

The study investigated the impact of workplace discipline on organisational performance at Sappi Saiccor, Umkomaas in KwaZulu-Natal, South Africa. The objectives formulated were achieved via the SPSS (version 27.0) and NVivo (version 12.0) as illustrated in Chapter Five and Six. On the other hand, the themes that emerged from the qualitative study were presented thematically as shown in Chapter Six. The qualitative findings demonstrated that workplace discipline is the compliance with organisational rules, regulations and policies. Also, the qualitative findings suggested that workplace discipline improves employee and organisational performance, improves organisational efficiency and effectiveness and harmonises employee behaviours to organisational objectives. Additionally, the findings indicated that workplace discipline has several implications on employee relationships and builds improved employee relationships, builds tension among employees, promotes clarification of organisational policies and procedures and is conflict resolution. Furthermore, the findings also revealed that the factors that affect workplace discipline at Sappi Saiccor, Umkomaas, are inconsistencies in policy application and interpretation, favouritism and unfairness, poor communication of organisational rules, regulations and procedures and inconsiderate trade union interventions. The results also indicated that the factors that affect organisational performance were remuneration and working conditions, effective communication, a conducive working environment and recognition and appreciation. The results indicated that COVID-19 affected output by employees, work set up readjustments, emotional and mental shock and deprived social support and employee wellness. The chapter further provided recommendations on how workplace discipline can improve organisational performance. It is recommended that chemical organisations pay critical attention to the consistent application of organisational rules and procedures, proper communication and coaching and mentoring.

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Appendix A: Interview Grid

Section A: Demographic data

A1. Gender

Male	Female	Prefer not to answer

A2. Age group

18-30 years	31-40 years	41-50 years	51-60 years	61 years & above

A3. Marital status

Single	Married	Divorced/Separated	Widowed

A4. Position presently held in the organization

Supervisor	Head of Department	Operations manager	HR manager	Production manager	Other: specify

A5. The nature of employment status

1.	Permanent	
2.	Temporary	
3.	Contracted	

A6. Education qualification/background

Matric or below	National diploma	University Degree	Post-grad qualification	Master's degree	Ph.D.

A7. Number of years working in this organization

Up to 5 years	6-10 years	11-15 years	16-20 years	21 years and above

Section B: Impact of workplace discipline on organisational performance

- According to your view, what is workplace discipline?
  …………………………………………………………………………………………………
  …………………………………………………………………………………………………
  ………..
- Can you describe how workplace discipline affects organisational performance?
  …………………………………………………………………………………………………
  …………………………………………………………………………………………………
  …………

Section C: Impact of workplace discipline on the employee relationships

- What is your view on the impact of workplace discipline on employee relationships?
  …………………………………………………………………………………………………
  …………………………………………………………………………………………………
  …………
- What is the best possible strategy to handle the impact of workplace discipline on employee relationships?
  …………………………………………………………………………………………………
  …………………………………………………………………………………………………
  ………..

Section D: Factors affecting workplace discipline

- What are the factors that are affecting workplace discipline in this organisation?
  …………………………………………………………………………………………………
  …………………………………………………………………………………………………
  …………………………………………………………………………………………………
  ………………

Section E: Factors that enhance organisational performance

- What are the financial factors that enhance organisational performance?
  …………………………………………………………………………………………………
  …………………………………………………………………………………………………
  …………
- What are the non-financial factors that improve organisational performance?
  …………………………………………………………………………………………………
  …………………………………………………………………………………………………
  …………

Section F: The impact of COVID-19 on organisational performance

- What is the impact of COVID-19 on employee performance?
………………………………………………………………………………………
………………………………………………………………………………………
……………
- How does COVID-19 impact on employee welfare?
………………………………………………………………………………………
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………..
- What strategies are employed by your organisation to mitigate the adverse effects of COVID-19?
………………………………………………………………………………………
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Section G: Recommendations on how workplace discipline can improve organisational performance

- Can you suggest recommendations on how workplace discipline can enhance employee performance?
………………………………………………………………………………………
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……….
- Can you suggest recommendations on how workplace discipline can improve organisational performance?

………………………………………………………………………………………

………………………………………………………………………………………

……………………………………………………………………….

Appendix B: Questionnaire

Questionnaire

Section A: Demographic information

This part of the questionnaire contains questions on the demographic information of the participants in terms of gender, age group, marital status and position, nature of employment status, education background and tenure.

Please indicate your selection with an [X].

A1. What is your gender?

Male	Female	Prefer not to answer
1	2	3

A2. Which age group do you belong to?

18-30 years	31-40 years	41-50 years	51-60 years	61 years & above
1	2	3	4	5

A3. What is your marital status?

Single	Married	Divorced/Separated	Widowed
1	2	3	4

A4. Which position presently held in the organization

Administrative	Human Resources	Production	Engineering	Finance	Other: specify
1	2	3	4	5	6

A5. What is your nature of employment status?

1.	Permanent	
2.	Temporary	
3.	Contracted	

A6. What is your highest education qualification/background?

Matric or below	National diploma	University degree	Post-grad qualification	Master's degree	Ph.D.
1	2	3	4	5	6

A7. How long have you worked in this organization?

Up to 5 years	6-10 years	11-15 years	16-20 years	21 years and above
1	2	3	4	5

Section B: Impact of Workplace Discipline on Organisational Performance

The following statements require information about the impact of workplace discipline on organisational performance. Please on a scale of 1-5, indicate your agreement with each statement. The weight scoring are: Strongly Disagree (SD)=1, Disagree (D)=2; Neither agree nor Disagree (NA/DA)=3; Agree (A)=4; and Strongly Agree (SA)=5.

No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
B1	I believe organizational performance can improve if several employees face disciplinary actions for misconduct committed.					
B2	I feel lengthy discipline can create conflict between management and employees, which can negatively affect performance.					
B3	I feel the majority of employees who faced disciplinary action were influential in their job roles after the discipline process.					
B4	I feel employees who face disciplinary action are aggressive after discipline has taken place.					
B5	I believe most employees who face disciplinary action are motivated to improve their performance after discipline.					
B6	I feel workplace discipline has created resentment by those disciplined.					
B7	I believe proper HR policy is in place to support performance within the organization.					
B8	I believe the organizations' good corporate governance and strong ethical stance promote continued healthy performance within the organization.					

Section C: Impact of Workplace Discipline on the Employee Relationships

The following statements require information about the impact of workplace discipline on employee relationships. Please on a scale of 1-5, indicate your agreement with each statement. The weight scoring are: Strongly Disagree (SD)=1, Disagree (D)=2; Neither agree nor Disagree (NA/DA)=3; Agree (A)=4; and Strongly Agree (SA)=5.

S/N	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
C1	I believe workplace discipline can create conflict among employees in the organisation.					
C2	I feel workplace discipline helps build quality employee relationships and maintaining them.					
C3	I believe workplace discipline helps build a positive work environment in the organisation.					
C4	I believe workplace discipline affects negatively the employment relationships in the organization.					
C5	I feel workplace discipline ensures that the goals of the organization are achieved effectively.					
C6	I believe workplace discipline creates peace and order among employees in the organization.					

Section D: Factors Affecting Workplace Discipline

The following statements require information about the factors affecting workplace discipline respectively. Please on a scale of 1-5, indicate your agreement with each statement. The weight scoring are: Strongly Disagree (SD)=1, Disagree (D)=2; Neither agree nor Disagree (NA/DA)=3; Agree (A)=4; and Strongly Agree (SA)=5.

S/N	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
D1	The majority of employees who face disciplinary action in public are severely affected by this.					
D2	Supervisors and managers often discipline members unfairly, some are supportive while others ignore them, and some even behave autocratically.					
D3	Specific management practices in the organization affect discipline.					
D4	Discrimination during discipline processes can affect discipline.					
D5	The manager's unwillingness to enforce discipline negatively affects discipline and its proceedings.					
D6	The manager or supervisors are not consistently neutral, and the sanctions given by them are often not practical and are sometimes very harsh.					
D7	A gap in communication during the discipline process can affect the proper handling of discipline.					
D8	Some friends and relatives of managers/supervisors are not disciplined accordingly for the same offenses committed.					
D9	A delay in invoking punishment minimizes the perceived link between the offense and the actual punishment; hence, timeliness is significant to employee punishment.					
D10	Inadequacy of effective leadership and inadequate supervision affect discipline in this organization.					

Section E: Factors that can enhance Organisational Performance

The following statements require information about the factors that enhance organisational performance.

S/N	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Financial factors that can enhance performance					
E1	Better payment of wages and salaries to employees in this organization contribute to improved performance.					
E2	The offering of incentives to employees such as bonuses, allowances, and ben					
E3	Improvement in the working conditions of the employees in this organization promotes improved performance.					
E4	Delay in payments of wages and other emoluments can contribute to poor performance.					
E5	The conditions of service in this organization contribute to organizational performance.					
	Non-Financial factors that can enhance performance					
	Management's failure to honour its agreements led to poor performance in this organization.					
E7	A conducive working environment has led to improved performance in this organization.					
E8	Mismanagement of this organization has led to performance-related issues.					
E9	The inability of management to negotiate during collective bargaining resulted in performance issues in this organization.					
E10	Effective communication among all the stakeholders in this organisation helps promote organizational performance.					
E11	Unnecessary interference in this organization's affairs by trade unions has led to poor performance.					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
E12	Allowing employees to form or join a trade union of their choice or associations contributes to their performance.					
E13	Proper handling of grievances and disputes in this organization contributes to good performance.					

Section F: The impact of COVID-19 on organisational performance

The following statements require information about the impact of COVID-19 on organisational performance.

S/N	**Statements**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
F1	The outbreak of COVID-19 affects the overall performance of this organization.					
F2	Irrespective of the threats that COVID-19 imposes, this organization maintains or even continues to improve performance.					
F3	COVID-19 and the fear and uncertainty it brings affect the performance of this organisation.					
F4	COVID-19 is likely to affect the opening of new job roles in this organization.					
F5	In this organization, there are strategies in place to mitigate the adverse effects of COVID-19.					

Section G: Recommendations on how workplace discipline can improve organizational performance

The following statements require information about the recommendations on how workplace discipline can improve organisational performance. Please on a scale of 1-5, indicate your agreement with each statement. The weight scoring are: Strongly Disagree (SD)=1, Disagree (D)=2; Neither agree nor Disagree (NA/DA)=3; Agree (A)=4; and Strongly Agree (SA)=5.

S/N	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
G1	I feel the elimination of discrimination during the discipline process can improve performance.					
G2	I believe proper communication of organizational rules, regulations and policies can improve performance.					
G3	I feel avoiding inconsistency when administering discipline can improve performance in this organisation.					
G4	I believe commencing disciplinary action immediately after the offense is committed can improve performance.					
G5	I believe employees who were disciplined privately improved their performance.					
G6	I feel that understanding emotional reactions when dealing with discipline can lead to improved performance.					

THANK YOU

UKZN Humanities Social Sciences Research Ethics Committee (HSSREC)

Application for Ethics Approval

For research with human participants

Greetings,

My name is Kusangiphila Kenson Sishi, a doctoral student at the University of KwaZulu-Natal in the School of Management, IT and Governance. My email address is **210534779@stu.ukzn.ac.za** and cell phone number is **072 069 3632**. Prof. Vannie Naidoo is my supervisor, who is also located at the University of KwaZulu-Natal in the School of Management, IT and Governance. Her email address is **naidoova@ukzn.ac.za** and telephone number is 031-2607047. You are being invited to consider participating in a study that involves research into "**Impact of workplace discipline on organisational performance at a selected chemical organisation in KwaZulu-Natal, South Africa**". The aim and purpose of this research is to investigate the impact of workplace discipline on organisational performance, the factors that affect workplace discipline, factors affecting organisational performance, the impact of COVID-19 on organisational performance and the recommendations on how workplace discipline can improve organisational performance. The study is expected to include **291** research participants from Sappi Saiccor, Umkomaas, KwaZulu-Natal. It will involve the following procedures. Firstly, the list and contact details of the research participants will be collected from the HR Manager, Registrar or appropriate office in the organisation. Secondly, the participants will be contacted through email, telephone as well as a visit to their respective offices for participation in the study. Thirdly, an informed consent form will be attached to each research instrument (questionnaire and interview guide) to seek for the participants voluntary participation in the study. Fourthly, those participants who consent to participate voluntarily in the study will be recruited. Lastly, arrangements will be made with all the participants in terms of when, how and where the study would be conducted. The duration of your participation if you choose to participate and remain in the study is expected to be approximately two months. The study is not funded by any individual, group or organisation.

The study does not involve any risk and/or discomfort. I hope that the study when completed will create the following benefits, namely: contributes to the development of highly talented staff through workplace discipline in organisational settings; helps to reduce the brain drain and skills shortage; and help improve organisational performance, communication, collaboration, engagement among employees in organisations. In addition, the study will add to the body of knowledge on the impact of workplace discipline on organisational performance and will be a reference point of material for academics, students, practitioners and scholars. Furthermore, the outcomes of the study will help in the practical implementation of workplace discipline within the organisational settings. Moreover, the study will look at inclusivity (equal opportunities) in the South African organisations. The study does not involve any further procedure or treatment.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number HSSREC/00002213/2020). In the event of any problems or concerns/questions you may contact the researcher at the University of KwaZulu-Natal on the contact details above or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban 4000 KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study.

Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study. All data, both electronic and hard copy will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed. If you have any questions or concerns

about participating in the study, please contact me or my research supervisor at the numbers listed above.

Sincerely

Kusangiphila Kenson Sishi

Consent to Participate

I, ... have been informed about the study entitled "**Impact of workplace discipline on organisational performance at a selected chemical organisation in KwaZulu-Natal, South Africa**" by Kusangiphila Kenson Sishi. I understand the purpose and procedures of the study.

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at the University of KwaZulu-Natal on 210534779@stu.ukzn.ac.za 072 069 3632

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion YES / NO
_____   _____
Signature of Participant   **Date**

Appendix D: Gatekeeper's letter

sappi

Sappi Dissolving Pulp

Saiccor Mill

PO Box 62
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Mr. Kusangiphila Kenson Sishi
Jolivet location
Highflats
3306

10 February 2021

Dalroy Moon
Human Resources Manager
Tel +27 (0)39 973 8071
Dalroy.Moon@sappi.com

Dear Kusangiphile

SUBJECT: GATEKEPEER'S CONSENT

I, Dalroy Moon in my capacity as Human Resources Manager of Sappi Saiccor Mill, hereby give permission to Kusangiphile Kenson Sishi to conduct research in my organization.

The student MAY NOT (delete whichever is not applicable) use the name of the organization in the dissertation.

Signature of Manager/Owener/Gatekeeper: ▮▮▮▮▮▮▮▮▮▮

Company stamp:

Sappi Saiccor (Pty) Ltd.
P O Box 62 Umkomaas 4170
Human Resources Dept.
Date. 15/03/2021

Gatekeeper's Consent

I Catherine Shuttleworth in my capacity as Human Resource Manager of Sappi Saiccor Mill, hereby give permission to Kuxangiphila Kenson Sishi to conduct research in my organization.

The student MAY/MAY NOT (delete whichever is not applicable) use the name of the organization in the dissertation.

Signature of Manager/Owner/Gatekeeper:...
Company Stamp:

SAPPI SAICCOR (Pty) Ltd.
P O BOX 62
UMKOMAAS 4170

Date: .....28/02/19......

LANGUAGE EDITING CERTIFICATE

Registered with the South African Translators' Institutes (SATI)
Reference number 1000363

SACE REGISTERED

16 January 2022

TITLE: Impact of workplace discipline on organisational performance at a selected chemical organisation **in KwaZulu-Natal, South Africa**

This serves to confirm that I edited substantively the above document. The document was returned to the author with various tracked changes intended to correct errors and to clarify meaning. It was the author's responsibility to attend to these changes.

Yours faithfully

Dr. K. Zano

Ph.D. in English
kufazano@gmail.com/kufazano@yahoo.com
0631434276

Appendix F: Ethics Approval

UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

05 September 2021

Mr Kusangiphila Kenson Sishi (210534779)
School Of Man Info Tech & Gov
Westville Campus

Dear Mr Sishi,

Protocol reference number: HSSREC/00002213/2020
Project title: Impact of workplace discipline on organisational performance in selected chemical organisations inKwaZulu-Natal, South Africa
Amended title: Impact of workplace discipline on organisational performance at a selected chemical organisation in KwaZulu-Natal, South Africa

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 23 August 2021 has now been approved as follows:

- **Change in title**

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

Best wishes for the successful completion of your research protocol.

Yours faithfully

....
Professor Dipane Hlalele (Chair)

/dd

INSPIRING GREATNESS

01 February 2021

Mr Kusangiphila Kenson Sishi (210534779)
School Of Man Info Tech &Gov
Westville Campus

Dear Mr Sishi,

Protocol reference number: HSSREC/00002213/2020
Project title: Impact of workplace discipline on organisational performance in selected chemical organisations in KwaZulu-Natal, South Africa
Degree: PhD

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 19 October 2020 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. **PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 01 February 2022.
To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,

Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee
Postal Address: Private Bag X54001, Durban, 4000, South Africa
Telephone: +27 (0)31 260 8350/4557/3587 Email: hssrec@ukzn.ac.za Website: http://research.ukzn.ac.za/Research-Ethics

Founding Campuses: ▬ Edgewood   ▬ Howard College   ▬ Medical School   ▬ Pietermaritzburg   ▬ Westville

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