

**EXAMINE DISCIPLINARY PROCEDURES ON EMPLOYEES'
COMMITMENT IN THE ORGANIZATION**

A CASE STUDY OF RAS OFFICE TABORA

**DISCIPLINARY PROCEDURES ON EMPLOYEES' COMMITMENT IN
THE ORGANIZATION**

A CASE STUDY OF RAS OFFICE TABORA

By

TUNU KASHOZA

**A Dissertation Submitted in Partial Fulfillment of the Requirements for the
Award of Degree of Master in public administration of Mzumbe University**

2017

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation titled “***DISCIPLINARY PROCEDURES ON EMPLOYEES’ COMMITMENT IN THE ORGANIZATION (A CASE STUDY OF RAS OFFICE TABORA)***”, in partial fulfillment of the requirement for the award degree of Masters of Public Administration of Mzumbe University.

Major supervisor

Internal Examiner

External Examiner

DECLARATION

I, TUNU KASHOZA, I declare that this is my own original work and that it has not been presented and will not be presented to any other University/Institution for similar or any other degree award.

Signature

Date_____

COPYRIGHT

© 2017

This thesis is a copyright material protected under the Berne Convention, the copyright Act 1999 and other international and national enactments in the behalf .On Intellectual property It may not be reproduced by any means in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of Mzumbe University on behalf of the author.

ACKNOWLEDGEMENTS

First and foremost I give my gratitude to the almighty God whom I believe and trust in him.

I would like to express my gratitude to my major supervisor DR Eliza Mwakasungula a lecture at Mzumbe University for his support from the beginning up to the end of this thesis/dissertation writing.

I also wish to gratefully acknowledge the support of my family and friendly particularly my Parents Mr and Mrs Kashoza and My beloved brother, who supported me financially, in pursuing Master's Program, may God bless them abundantly .Their support helps me to study comfortably and complete my masters degree successfully.

I thank Mr Aidan Lucas and Musa Muhsin from RAS office for their special contribution that enabled me to meet staff or employees which facilitated me to collect data in humble situations. On top of that, I give my special appreciations for all staff form RAS office for their assistance and patient during interview process through which i was able to collect data.

DEDICATION

This research report is dedicated to all my family members, friends who offered me unconditionally endless love, encouragement and support throughout the course of writing this dissertation.

LIST OF ABBREVIATIONS AND ACRONYMS

HR	–	Human Resources
HRM	–	Human Resources Manager
OLS	–	Ordinal Least Squares
OLS	-	Ordinary Least Squares
WERS	–	Work Employment Relations Survey

ABSTRACT

The study examined disciplinary procedures on employee's commitment in the organization using RAS Tabora office as a study case. The study was guided to three objectives, identify disciplinary procedures used to ensure employees committed, identify number of employees who had already disciplined, examine challenges hr facing to institute disciplinary procedures and to examine the effect of disciplinary procedures on employees commitment. Total number of 15 respondents from Ras office was used as sample size. The method of data collection included Interview (Structured and non structured interview) and Documentary review involved. The instrument used in data collection was interview guide .While data were analyzed and organized through content approach to support decision. In general the study found that 57% of all employees they aware of disciplinary procedures which used to ensure employees commitment in the organization and they mention formal proceedings which used to handle big offences like failure to perform work and summary proceeding which used to handle small offences like failure to finish work. They mention Disciplinary action taken to handle different offences like Warning, Suspension, Dismissal and other action like half pay, Demotion and Transfer. Many of them have experience on how other employees disciplined for moral misconduct it's about 20 employees who had already disciplined from 2014-2017 for indiscipline act like alcoholism, Absenteeism, Lateness and theft.

Challenges facing hr to institute disciplinary procedures most was financial problem, difficult to deal with employee's social matter and complain. Disciplinary action effect employees into positive and negative way. Generally employees hate disciplinary action, study recommend that manager should educate and train employees about disciplinary so that they can be aware that discipline is not all about punishment and managers should not only base on disciplinary action to ensure employees commitment but also good management like conducive working environment, training to employees, good payment, employees participation and safety to their work

TABLE OF CONTENT

CERTIFICATION	i
DECLARATION	ii
COPYRIGHT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
LIST OF ABBREVIATIONS AND ACRONYMS	vi
ABSTRACT.....	vii
CHAPTER ONE	1
BACKGROUND INFORMATION.....	1
1.1 Introduction.....	1
1.2 Statement of the problem	4
1.3 Objectives of the study.....	5
1.3. 1 General Objectives	5
1.3.2 Specific Objectives	5
1.4 Research question	5
1.5 Significance of the study.....	6
1.6 Justification of the study	6
1.7.2 Fund Shortage	7
1.7.3 Time constraints.....	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Disciplinary Procedures	8
2.2 Disciplinary Procedures	8
2.3 Theoretical Framework.....	8
2.4 Research Model: Conceptual Framework.....	10
2.5 Empirical literature review	11
2.6.2 Discipline and Commitment	14
2.7 Factor to consider during Disciplinary action process.....	18

2.8 Research Gaps.....	21
CHAPTER THREE	22
RESEARCH DESIGN AND METHODOLOGY	22
3.1 Introduction.....	22
3.2 Research approach	22
3.3 Research Design.....	23
3.4 Study Area	23
3.5 Study Population	23
3.6 Sampling Design/Technique.....	23
3.6.1 Purposive Sampling	23
3.7 Sample Size/Unit of inquiry.....	24
3.8 Methods of Collecting Data	24
3.8.1 Primary Methods.....	25
3.8.1.1 Interview	25
3.8.2 Secondary Data	25
3.9 Data Collection Tools	26
3.9.1 Interview Guide	26
3.10 Data Analysis and Interpretation	26
3.11 Ethical considerations	27
CHAPTER FOUR	28
DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS ...	28
4.1 Introduction.....	28
4.2 Characteristic of respondent.....	29
4.2 Disiplinary procedures used to ensure employees commitment.....	29
4.3 The number of employees who have been disciplined	34
4.4Challenges human resources face to institute disciplinary procedures in the organization.....	40
4.4.1Personal interest	40
4.4.2Lack of enough fact to about employee’s problems	41
4.4.3 Lack of awareness of laws and regulations among HRM.....	41

4.4.4 Social problems.....	42
4.4.5 Political and top management interference.....	42
4.4.6 Financial problems.....	43
4.5 Examine the effect of disciplinary procedures on employee commitment.....	44
4.5.1 Increase of performance.....	44
4.5.2 It helps to regulate the conducts of the employees.....	44
4.5.3 Can ensure orderliness (uniformity)and safety at work.....	45
4.5.4. Correct undesirable behavior among the employees.....	45
4.5.5 Development of the organization.....	45
4.5.6 Increase morale of work.....	46
4.5.7 It may lead to biasness.....	46
4.5.8Reduce morale to wok.....	46
4.5.9 It cause bad work relations between employees.....	47
CHAPTER FIVE	49
SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS	49
5.1 Introduction.....	49
5.2 Summary of the findings.....	49
5.3 Conclusion.....	52
5.4 Recommendations.....	53
5.5 Areas for further studies.....	56
REFERENCE	58
APPENDIX I	62

LIST OF TABLES

Table 4.1 Characteristic of respondent	29
Table4.2 Number of employees who havebeen disciplined	35

LIST OF FIGURE

Figure 2.1 The conceptual framework	11
---	----

CHAPTER ONE

BACKGROUND INFORMATION

1.1 Introduction

The world is going throughout massive changes. Globalization of business is rising, Information technologies advancing and people changes (Dockel, 2003). These major changes are redesigning much, for better and for worse (Keritner, 2004). They lead changes in the way business is operated, the way employees behave and the way managers deal with their employees. For Organization to reach competitive advantage, it's required to adapt to these changes (Vercueil, 2001). The changes that are reshaping the world have improved the way organizations shape their employees changes in employees' individualities (Robbins, 2000).

Discipline and commitment of employees is essential to all organization to cope with any changes occurring in groups (Smith, 2006). Employees of any organization must reasonably conform to the codes of conduct or behavior established and administered by the organization and its managers so that order is maintained and common goals are accomplished (Smelterlzer, 2006). The culture of an organization is reflected in the discipline of its employees. In this case conduct and morale have bearing in employees feeling, Armstrong (2003). He emphasized that all employees are expected to be committed to their work and behave appropriately in the work place. He further noted that "disciplinary or collective action is a process of communicating with the employees so they can be committed or aware of their work". The employees have to know accurately what is expected from them and in this Case Job description and outline is expected to be discussed. The process must be objective so that employees will not perceive corrective procedures negatively.

Organization systems with high commitment and well-disciplined employees always experience larger output, financial routine, and efficiency than organization with low commitment or poor control systems (Delaney & Huselid 1996, Arthur 1994, Delaney 1996, Huselid 1996, MacDuffie 1995, Ichniowski 1997, MacDuffie 1995, Wood & de Menezes 1998, Yond 1996, Delery 1998). Discipline is the main factor to be measured in every human/ individual and in each aspect of life,

Disciplinary actions must grant employees' with advice on their movement when asked to correct an issue. Managers are not efficient unless issues are addressed and followed upon. When managers ask an employee to correct their behavior, the employee need feedback or results from their manager to prove the issue has been resolved yet. As managers as well we are employees. We obtain feedback to measure commitment of our employees,(Baron, 2003).

For organization to withstand and take on global competition, they must set higher standards for their employees and must take measures to retain their rules, policy regulations and performance standard one of the most common tools for retaining committed employees is Disciplinary procedures (Michael, 2007)

Every work organization is governed by series of procedures steps and processes. They are what determine what action is to be taken and when. As for disciplinary procedures it aimed and designed to help employees become committed to their (what action is to be take and when), employees to comply with the various rules and regulation of the organization as well as the standard of behavioral conduct which will lead the organization towards its goals (Thomas, 2003)

In South Africa media reporting has question the discipline Action that exist in South African public sector, and have highlighted the high number of departmental and illegal cases against public officials. Grossett (1999) advises South African managers to make use of different forms of regulation. Suspensions (with or without remuneration), Warnings (i.e. verbal, written and final written), transfers, dismissal and demotion are some of the options mentioned. The rule of progressive discipline is applied when these options are chosen according to the weight of the offence.

In many Tanzanians organizations also Human resource practices interact or goes hand to hand with perception of managerial support to concern employee commitment, how managers cooperate with their employees to plan daily activities through some Human Resource practices such as Selection and Training of employees, Compensation and Benefit Motivation, those which improve skills and those which increase employees Motivation, (Ngirwa, 2009).Managers are there to

ensure that their employees should be disciplined and how to deal with misconduct of their employees.

Discipline is also being observed through policies, laws and regulations. The various labour laws have been employed to observed discipline in organizations. These include the Employment and labor relation Act, 2004 Public Service Act, 2002, and Employment Policy, 1999 among others. Standing orders, staff circulars and various directives that are issued by government have also been in place to observe discipline in the public service. Indiscipline practices that are identified in various policies, laws circulars, and directives includes lateness to work, absenteeism, alcoholism, insubordination, discrimination and sexual harassment and drugs abuse.

Indiscipline in Government authorities may be caused by both employees and management. Remmy (2001) shows that incompetence in disciplinary authority may deviate the disciplinary case because there will be insufficient disciplinary procedures. Disciplining employees for violations of rules and regulations is a good thing for an employer to follow. Although rules are necessary to guard the behavior of employees of an organization, they do not operate in the same way for supervisors.

Employee's who go through disciplinary procedures are those that have not met required standards of the organization. It is important for organization to have disciplinary procedures since it help deal with undesirable behavior immediately it give room to the employees to defend themselves as to why they did misconduct or give a reason for poor performance since sometimes the organization may also be part of the problem, it help to solve various problem affecting both the organization and employees (Wilton, 2011)

This study focused on examining the disciplinary procedures on employees' commitment in the organization at RAS office at Tabora Municipal as a study case

1.2 Statement of the problem

Discipline and employees commitment at working places is one of everyday managerial challenges that have far reaching impact on organizational operations (Sheike and Younis 2006: 65). Discipline is the major challenge for managers, forcing them to make alternatives arrangements to cover employees who done misconduct at work place. It has been shown that 80% of lost productivity can be attributed due to low commitment of employees. (Hargrave et al., 2008)

Commitment in working place is a major challenge in Tabora Municipality, where records of annual reports from ras office show that, 5% to 9% of all employees do not perform well for a number of reasons and other unknown reasons. Lack of Commitment is the major cause of the poor performance of the council activities where by majority of customers leave offices at late hours unattended or others do not get service they needed, because some of the staffs work against required standard.

In Tanzania disciplinary matters of employees working in both Central and local authorities are regulated by a number of laws, regulations and guidelines. These are: Employment and Labor Relations Code of Good Practice 2007, Public Service Act 2002, The United Republic of Tanzania Standing Orders 1994, Employment and Labor Relations Act 2004, Public Service Regulations 2003, The Public Service Disciplinary Code of Good Practice 2007.

It is observed that even though there is good intention of having all-inclusive legal framework to lead disciplinary matters in local authorities/Government, studies shows that there are still more barriers and challenges to ensuring employees commitment.

Therefore, the study was set to examine disciplinary procedures on employee's commitment specifically at Tabora RAS Office.

1.3 Objectives of the study

The objective of conducting this study was categorized into two major categories, thus general objective and specific objective.

1.3.1 General Objectives

The general objective of conducting this study was to examine the impact disciplinary procedures on employee commitment in the organization using RAS Office Tabora as a case study.

1.3.2 Specific Objectives

The following were the specific objectives of conducting this study as follows:

- i. To identify disciplinary procedures used to ensure employees commitment in the organization.
- ii. Identify number of employees who had already disciplined.
- iii. Examine challenges Human Resources face to institute disciplinary procedures in the organization.
- iv. Examine the effect of disciplinary procedures on employee commitment.

1.4 Research questions

The following were the research question of conducting this study as follows:

- i. What are the disciplinary procedures used to ensure employees commitment in the organization?
- ii. How many employees had already disciplined?
- iii. What are the challenges Human Resources face to institute disciplinary procedures in the organization?
- iv. What are the effects of disciplinary procedures on employee commitment?

1.5 Significance of the study

This study has significance to the organization as it examines disciplinary procedures on employee commitment at RAS office Tabora.

The study also is significance to the government as it helps both policy makers as well as other stakeholders to identify the effect of disciplinary procedures on employee's commitment to the performance of the organization, thus enable policy makers to change or maintain the available policy. Also the findings of the study are expected to help the researcher to have a deep and broader knowledge base on the influence of disciplinary procedures on employee commitment. To the academicians it provides a foundation for further studies in the influence of disciplinary procedures into other Government offices and Non- Government offices

1.6 Justification of the study

For the aim of this study can be associated with the current mission of the Government to deal with employees' serious misconduct such as Corruption, Poor working attitudes, using office for personal benefits, which can destroy or undermine trust to citizens, reduce government/National income or trust to other stakeholders .Government has been taking different disciplinary action to employees. Example at Tanzania ports Authority in this year 2016, the government too some actions to the employees like warning before they dismissal notice, Fair investigation and dismissal of other employees who had gone astray.

Therefore the study is relevance and shall help the employees to be more aware with public service regulations, what their employers need or what the government expects of them.

1.7 Limitation of the study

1.7.1 Lack of sufficient data

The researcher faced the problem of data collection during the field work. This is due to the confidentiality of some documents as well as some respondents' lack of cooperation with the researcher. For instance, during the interview some of

respondents created artificial behavior and resisted to give clear information on their free will.

1.7.2 Fund Shortage

The researcher faced the shortage of fund since fund provided was not enough to cover all the spending like Transportation, Photocopy and Food among others.

1.7.3 Time constraints

Time available to conduct research was too short to the scope that it was difficult to collect all necessary data required for the study.

How challenge solved

Lack of sufficient data

The researcher explained participants the information was for completing studies, because they were not ready to give some information, the researcher had to explain some of respondents the importance of the study and hence agreed to cooperate. Other information was obtained from documentary review to fill the needed information.

Fund Shortage

This forced the researcher to make other internal arrangements, the researcher minimize some expenses like reduce one meal (lunch) in order to maintain the budget.

Time constraints

Some respondents were busy they didn't have that much time so it forced the researcher to interview them through phone.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter introduces a theoretical foundation of disciplinary procedures on employee commitment in the organization and discusses the literatures from the previous studies which relates to the impact of disciplinary procedures and employees commitment. The chapter also concludes by providing a conceptual framework guiding this study.

2.2 Disciplinary Procedures

2.2 Disciplinary Procedures

The achievement, Improvement and development of every organization depend on the commitment and performance of its human resources. So in order To make both employers and employees be committed to each other and for the progress of the organization and its employees, organization made disciplinary procedures to connect, enhance, improve and encourage all employees to cultivate and maintain standards of conduct, attendance and work performance. Some of these procedures are being made available to employees in employee handbook while others are being displayed in the offices. In the ideal situation, they should apply to all employees and must be available and must be fair to all in the organization.

2.3 Theoretical Framework

Rosenberg, (1995) refers theory as an assumption; hypothesis or a system of ideas intended to explain something or a certain phenomenon. Under theoretical review we observe some of the core theoretical arguments that will guide the study.

2.3.1 X and Y Theory

It was developed by Douglas McGregor in the year of (1960s). According to theory, the two opposing sets of general assumptions of how workers are motivated form the basis for two different managerial styles.

Theory X is based on doubtful assumptions of the average worker external rewards, and penalties or punishment: in contrast, Theory Y highlights the motivating role of job satisfaction to the employees and encourages workers to approach tasks without direct supervision.

Theory X requires the importance of strict control to the employees, This management style supposes that many employees are not well commitment towards their job; most employees ought to be supervised and threatened before they will work hard enough themselves. The average human prefers to be controlled, dislikes responsibility and work by their own, is unambiguous, and desires security above everything ,Also managers believe their employees are less intelligent/Creative's than themselves. Approach depends on close management, threats, and imminent punishment. Due to these assumptions, Theory X concludes the average workforce is more efficient under maximum management towards their employees

Generally theory X proves to be most effective and efficient in terms of stability and consistency of work. Even though managers and supervisors are in almost inclusive control of the work, this approach is more efficient and uniform product or work flow within the organization, allow workers to concentrate in a particular area allowing the company to produce more quantity and higher quality, Reaching targeted goals, which in turns brings more profit in the organizations.

Theory Y Assume not only Control and punishment are not the only ways to make people work consistent work, man will direct himself if he is committed towards the target of the organization.If he/she satisfying by his Job, then the result will be commitment to the organization. The average man learns, under proper conditions and conducive environment. It states that there are certain factors in the workplace that cause job satisfaction first is ability: the importance of the person

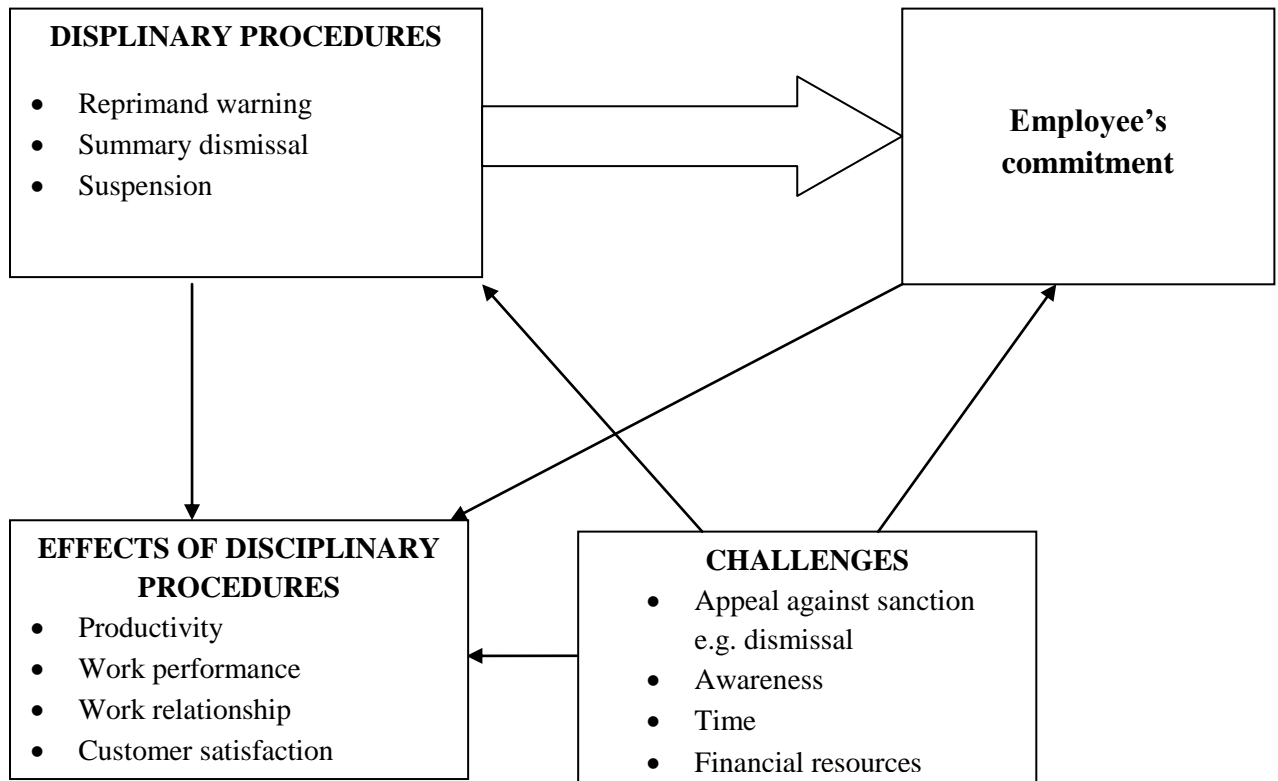
knowing how to do the job well without any force. The second one is choice: does the person have the freedom or self-sufficiency to do the work and make decisions as he/she sees best and it can bring positive outcomes to the organization? The third is meaningfulness: does the person see why doing the work is important or necessary and how it fits into the larger picture after doing it? This factor is serious when people have repetitive work that requires a high degree of accuracy. And the final factor is progress: do we feel like we're getting somewhere what we are doing bring to us what we need? Feedback of what have been achieved is needed..

The application of both theories may be suitable if is well applied to the job. What might act as a motivator to one person might not be a motivator to another person. The organization therefore needs to have different motivation strategies in place to get the best out of their workers In order to achieve the most efficient production

2.4 Research Model: Conceptual Framework

Adam and Kamuzora(2008) defines conceptual framework as the model of how the theories or models that makes logical sense of the relationship among several factors. Conceptual framework helps a researcher to use variables together with their logical relationship.

Figure 2.1 conceptual framework



Source: Authors Design (2016)

Research model of this study depict that, the company or organization has a goal to accomplish. In order for the goals of the company to be accomplished there is a need for the organization to put rules and regulation governing the conduct of their employees, Managers and organization to be aware with challenges which occurs, thus effect in turn will stimulate employees commitment then later led to the increase of commitment within the company or organization.

2.5 Empirical literature review

Several factors and studies have been recognized to inspire commitment and discipline to the working areas. For example, Ongori (2007) said that the extent to which workers are committed to their jobs or loyal to their organization depends largely on job enrichment, empowerment and compensation from management. Camilleri (2002) examined some of the major experience that lead to employee's commitment to an organization using regression technique and analysis of variance and found that the level of education, personality and position in the work place are

significance that determine person level of employee commitment. His findings noted that level education, skills, capability and position are noticeably stronger for the continuation dimensions of employee commitment while personality is significantly stronger and effective dimensions too.

Smith and Dex (2001) applied regression of the log commitment scale, a range of covariates using data from the 1998 Workplace Employee Relations Survey conducted in British from October 1997 to 1998 to model the determinants of the extent of workers affective commitment to their employer and found that contact to some family – friendly policies such as working at home and child care, improved employees' commitment in the private sector at large level but not in the public sector. This means, employees' commitment is mainly determined by the organizational culture, particularly towards their family welfare, of the organization which they work for and not by the outlook of their employer towards them.

A study done by Zuberi (1998) in the National Social Security Fund (NSSF) in Dar es Salaam shows that lack of reliable transport, domestic problems, poor health, funerals, traffic jams and looking for social services are the main reasons of indiscipline in NSSF.

Manna (2008) argued that some disciplinary procedures were related with elements of grievances and complaints in Muheza District Council. The grievances and complaints were due to improper handling of disciplinary cases.

Hook et al. (1996) when dealing with working at home supervisor and manager style in managing discipline and commitment found out that, there is tiny support for the idea that a supervisor will take up for the same handling styles for commitment and discipline issues. Thus, He ended by saying that and it shows that there is still no clear relationship between the styles used to handle complaint, Grievancy, commitment and the styles used to handle discipline.

Simon (2010) established that the standard of discipline is declining in Namibia Defense Force, so for the Namibia Defense Force to overturn the declining set of discipline and to advance and sustain the requisite standard of discipline, it require to

strive to avoid reasons that breed indiscipline. Mostly, the Namibia Defense Force wants to ensure that it creates valuable structures so that rules, policies and practices are fair, unbiased, reliable, classless and legitimate if it is to reduce inappropriate behavior. The policies are supposed not only to be created, but to be adhered to, since policies lay down the conduct where the organization is supposed to function.

Avolio (2004) examined the relationship among discipline leadership and worker commitment by looking on psychological empowerment and structural distance using a sample of 520 staffs' nurses employed by a large public hospital in Singapore. Their results indicated that there is a positive relationship among leadership discipline and employee commitment showing that psychological empowerment mediated the linkage between discipline leadership and employee commitment.

Bragon (2009) Disciplinary procedures are required to start with training and end up in termination. Workers have an obligation to have the chance to correct issues positively. Simply once worker acknowledges the supervisors requirements and chooses not to accomplish them should the feedback become negative.

Nzuve (1977) stressed that discipline can be obtained by punishment but it should be noted that rewards or punishment may not influence the development of perception in an organizational environment to which staff respond. If they find it unfavorable, it may result in low morale or even protests. Punitive punishment may also be a failure in itself due to the fact that although workers may ultimately comply with rules, they may produce minimum output and show dissatisfaction in other ways. It is significant to understand that rules that workers participate in creating for themselves are more motivating than those simply assigned by managers.

Stephen (2012) conducted a study concerning Effect of disciplinary procedures on worker punctuality and performance in Tanzania, concluded that there is other factors such as management and leadership which influence punctuality and performance rather than discipline action or progressive Discipline. The managers may take other disciplinary measures such as coaching and performance appraisal if

has not been doing well solves the problem. In case of serious misbehavior the boss could prefer to go on instantly toward disciplinary action

2.6 Determinant of employee's commitment

2.6.1 Employee Commitment and Organization goals

Commitment of employees/workers seems to be a significant reason in the success of any organization or company Sheike and Younis(2006). People with low levels of commitment and job satisfaction will do not put enough effort to job/work. They do not place their hearts into the work and mission of the organization because they have their individual interest. They seem to be more interested with their own issues/success that do not the achievement of the organization as a whole. Cole (1996), People who are less committed are also more likely to look at themselves, family as outsiders or visitors and not as long team members of the organization as whole. An attractive job which may contain high payment, offer somewhere else is very likely to result in their leaving their current job. By difference, employees with high commitment to an organization see themselves as an important part of the organization. Everything that threatens the organization is an imminent danger to them as well. Such workers become creatively involved in the organization's mission and values, and constantly think about ways to do their jobs better. In essence, devoted employees work for the organization as if the organization belongs to them.

2.6.2 Discipline and Commitment

A) Discipline

‘Discipline’ comes from a Latin word "disciplinary" which means "to impart education" or "to teach." The unfortunate thing is that many people relate the word with giving punishment which is really a small part of the meaning. Discipline in fact means to groom a person's behavior, good manners and entire personality. The emphasis in discipline, thus, should be on developing good manners or removing unwanted behavior rather than just only punishing (Society for Human Resource Management (2011), after a person disciplined, he or she possesses the trait of being well-behaved. In this context, the word discipline is related to the words conduct of

behavior. It is a vital aspect in the field of personality growth. Discipline is actually a arrangement of reward and punishment method. A child, if disciplined at an early age grows up to become a accountable, well-bred individual. A person who is capable, confident and helpful is always known to have a disciplinary approach towards life.

A disciplinary procedure is a way that an employer can tell an employee that something is incorrect. It also allows the employer to clarify clearly what progress is needed and it should give the employees an opportunity to explain their side of a situation. It can lead to disciplinary action, including dismissal in more serious cases. Employers use disciplinary actions to tell employees that their performance or conduct is not up to the predictable standard and also to encourage them for improvement (Eby, 2005).

Before taking formal disciplinary action or dismissing an employee, employers may try to raise the matter informally with the employee. This is often a good way of resolving a setback quickly. Sometimes the problem may be the result of a misunderstanding, and this may enable the employee to give evidence to clarify the issue. On the other hand, the employer can decide to go straight to their formal disciplinary or dismissal measures (Eby,2005).

Every institution has disciplinary procedures which provide basic practical guidance to employers, employees and their representatives and set out principles for handling disciplinary and grievance situations in the workplace. These guidelines provide a framework and regulate the activities of the work force.

According to Cole (1996), the aim of any disciplinary procedure is to correct unsatisfactory behaviour, rather than to punish. It should therefore, specify as fully as possible what constitutes 'misconduct' and what constitute 'gross misconduct' which calls for a stricter application of the procedure..

B) Employees Commitment

According to Akintayo (2010) employee commitment can be understood as the degree to which the employee feels devoted to their organization. Ongori (2007) defines employee commitment as an effective and positive response to the whole

organization and the degree of connection or faithfulness/trustfully employees feel towards the organization.

Zheng (2010) said employee commitment as just employees' attitude to organization it must be positive attitude. Definition of employee's commitment is broad in the sense that employees' attitude comprises of various components and employees satisfaction differ from each other.

Challenges on the adherence of disciplinary procedures

Koontz (1987) realized the presence of conflicting aspects on different laws and regulations that governed the discipline at work places can hinder the disciplinary procedures on disciplinary matters. He commented that, it was important to scrutinize and synchronize the laws and regulations on discipline so that they all address issues in a similar manner.

He also addressed low employee awareness is another factor affecting disciplinary procedures. Due to the lack of knowledge of the public servants on the codes of conducts and the regulations governing discipline, it was sometimes difficult to solve some of the disciplinary issues, since resolutions were accompanied by unnecessary disagreements and complains.

Zuberi (1996) viewed political interests had an influence on the decisions by the disciplinary authorities especially when the subjects under disciplinary resolutions were in government institutions, and when members of strong political parties were involved in the case.

Personal problems like drunkenness, family problems, poor healthy, marital discord and average salary, unfair management practices, divide and rule policy of management and low wages may hinder the disciplinary procedures (Gupta, 2006)

Managing people presents a challenge to every organization mostly when it comes during the process of handling the issue of indiscipline. This view concurs with a DES report (1989) where it argued that "reducing bad behavior is a realistic aim, eliminating it completely is not". Martin and Grover (1988) argued that "one of the

difficulties of handling people is that they are all different and react differently, even to apparently simple things like receiving instructions”

Cooper and Cox (1989) present the idea that people differ much within the culture of the organization they work within. It is therefore evident that, the individuality of human beings poses extraordinary challenge on the management especially altering employees` indiscipline behaviors with the view to enhance productivity. This is true since people act in a different way under related circumstances. What seems to one person to be a difficulty is nothing to another” (Martin & Grover, 1988,).

Measures used to improve disciplinary issues

Measures advocated by Fields and Boesser (1994) include that of creating an environment which could prevent other management problems. Effective and efficient communication is vital for interpersonal relations into working areas. Good interpersonal relations are essential for a healthy relationship. Misunderstanding or any other conflict between staff and supervisors may lead to disagreement which may result in misconduct.

It is vital to educate employees to understand the code of conduct in order to reduce disorderliness. If an employee is not aware of how he or she should conduct him/herself during the course of his/her employment or they even know what organization want for them, then it shall be unfair/unreasonable to discipline such an employee for something he or she does not know. Local authorities and central authorities may, however, put in place the best disciplinary preventative measures, but the fact remains that employees misbehave; therefore those misbehaving must be dealt with accordingly to put them into one direction.

Evern (2005) argues that, discipline is a pleasant responsibility. Doing it badly only compounds the offensiveness, doing it well reduces employee annoyance, increases employee morale, makes the dismissal of the worker rare and reduce the danger of legal action by disgruntled former employees. He advocates three guidelines; taking effective preventive action, using successful techniques, and rewarding managers and employees.

As well the Government prepared different disciplinary authorities, Rules and regulations and disputes settlement machinery for government, local government and the private sector. The civil service Act of 16 of 1989 (which repealed and replaced the Civil Service Act, Cap.509) designated the Head of Division, Principal Secretary and the Chief Secretary as disciplinary authorities (5.20 of the Civil Service Act No. 16 of 1989).

In section 19 of Civil Service Act no.16 of 1989 stated that the guiding standard of all disciplinary authorities is that no one is supposed to be condemned unheard and is This section say that, the power to sack and to terminate the appointment of civil servants shall be exercised in accordance with the requirements of this section. The mandatory to fire a civil servant shall not take place unless, a disciplinary charge is chosen against him, he is afforded and sufficient chance to answer the charge and an enquiry is held into the charge in agreement with the rules made under section 24.

2.7 Factor to consider during Disciplinary action process

According to Billikopf (2006) and Reddin (1970) there are several factors to be measured earlier than disciplinary action can be taken. They include job description, communication; provision of employee handbook which spells out offences, disciplinary action process, justice and consistency as well as making the action fit the offence. As a communication tool with employees, an employee's warning must be fair in other not to cause any unnecessary pain be it psychological, emotional or physical.

Also, the employees' reprimand warning must be same with the disciplinary action process as described in the employee handbook. According Reddin (1970) , a well written employee handbook must suggest potential disciplinary actions, but allow the employer latitude depending upon the circumstances of the employee's actions or performance. No disciplinary actions should be promised or deemed essential and that a list of required disciplinary actions hobbles the employer's ability to remove an employee who is not performing. ..

Some Author like Henry (1987) had distinguished four models of workplace discipline and indicated them as punitive-authoritarian discipline, corrective-representative discipline, celebrative-collective discipline and accommodative-participative discipline. Touching on punitive-authoritarian discipline, Henry was of the view that punitive-authoritarian discipline is 'rooted in the master-servant relationship of the feudal era'. Rules are generally negative and deviance is seen as 'a deliberate and often personal challenge to authority'. Thus: 'failure to obey instructions, unsuitable manners, dress and negligence are considered equally as offensive as theft and damage to property' (Henry, 1987). Procedures for administering discipline are simple and direct and are often hierarchical with no consultation with subordinates. Sanctions aim at justice, public humiliation and avoidance

Under corrective-representative mode of discipline, Henry said it involves a more influential approach to discipline employees, emphasizing written procedures before judgment, an investigation of the case, a hearing to both side and other principal of natural justice, with a right to representation, progressive sanctions and a right of appeal to avoid injustice. Formalized systems incorporating rights to representation and procedural justice are intended to secure legitimacy for disciplinary actions and minimize employee grievance, unrest and legal consequences. According to Henry (1987), there is a risk that this model of discipline delivers 'less justice than legitimating'. Despite the right to a hearing and representation, the outcome is often predetermined.

Sanctions are there to advance future performance but formalized systems may lead to employee frustration rather than agreement if the result is seen as fair. Sanctions are employed gradually increasing through verbal and written warnings to relocate, demotion, suspension and ultimately dismissal. Dismissal is seen as the last resort. Most formal policies conform to this model (ACAS, 2003).With regard to participative and accommodative discipline, the writer confirmed that discipline is seen to be the result of negotiation between workers and their employers into any organization to maintain stability into working places.

Rules and regulations are formed to handle out the interests of both parties (for example, safety rules). And Sanctions are focus to bargain between managers and their employee representative and that outcomes are often a compromise between relevant interest groups. According to Henry (1987), celebrative-collective discipline emerges in supportive forms of working groups. Rules and regulations are largely based on unwritten shared values.

Fair and unfair termination of employment

Termination and Discharge of a worker's employment being fair if the principle of employment is terminated by the employer on these grounds: the worker is lacking ability or lacks the skill in accordance to the work for which the worker is doing. The Labour Act, 2003, (Act 651) section 62 also states it , when there is a proven misconduct of the workers, the worker is declared redundant it started under section 65 and due to legal restriction imposed on the worker and barring the worker from performing different work for which he or she is employed. Section 63 (1) of the Labor Act declared that the employment of a worker shall not be illegally terminated by the employer without considering terms and conditions of employments.

It stated in other subsection that a worker's employment is terminated unfairly if the only reason for the termination is; that the worker has joined trade union section 2; that the workers seek office as, or is acting or has acted in the capacity of a worker's legislative body; that the worker filled a complaint or participated in proceedings against the employer involving alleged violation of this act or any other enactment; the worker's gender, race, color, ethnicity, religion, social, political, economic status

subsection 2 stated, a workers employment is deemed to be unfairly terminated if with or without message/note to the employers that you no longer their employee, the workers terminate the contract of employment because of ill-treatment of the worker by the employer having regard to the conditions of the case, or because the employer has failed to take action on repeated complaints of sexual harassment of the worker at the workplace or other motivation issues (Labour Act, 2003, (Act 651) section 63).

2.8 Research Gaps

The literature shows, there are limited studies talking about disciplinary procedures on employee's commitment to the organization, and most of them do not directly say about the effect of disciplinary procedures and commitment how it affect, they base on issues like factors influence employees commitment. Psychological needs of employees towards commitment talk about how disciplinary and work performance relates. Other studies specify on punishment as means of disciplining employees and how its influence commitment, Therefore this study was totally examines disciplinary procedures on employee's commitment to the organization using Ras Tabora Office as a case study in Tanzania.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter explains methodologies of research which are in stripe with the research questions. The chapter presents the methods used during the course of this study. The aspects of methodology include research design, study population, study area study sample, sampling techniques, data collection methods, data sources, and data analysis and presentation. The researcher chose case study methods by using Ras 'office Tabora as the area for the study. The study used qualitative research approach.

3.2 Research approach

Creswell (2014) define research approach as a plan and procedure that cross the steps from wide assumptions to detailed methods of collecting data, analysis and interpretation. There is three types of study approaches namely quantitative, qualitative and mixed approaches which involve both methods.

Qualitative approach is an approach exploring and understanding the meaning Group or Individual ascribe to social or human being problem. Quantitative approach is an approach for testing theories by explaining the relationships between variables and these variables in turn can be precise or measured typically on instruments.

This study used qualitative approach because it focus on individual meanings (it involves multiple participants meanings) and the importance of rendering the complexity of situation. Also with qualitative approach, researcher was able to understand the context or setting of the participants through visiting the context and setting and gathering information personally and interpret what is found.

3.3 Research Design

This study used a case study design as a mode of research. Case study helped the research to come up with solution to the problem using various stages, it focuses on particular case or area as a unit under investigation, may involve person, individual, or respondent, a set of relationship things, a tribe, community country or group of countries (Kothari,2004). The major reason of choosing this design is that, the case study design provide in-depth information and in detail over sustained period of time. It also offers an advantage to collect information using variety methods of data collection since it is flexible.

3.4 Study Area

The study was conducted at RAS Tabora, as a case study. Tabora region is located in the western zone, with the total area of 76,10km². According to the census conducted in 2012 Tabora region has a total population of 2,291,623. Tabora region is one among of the administrative region. The study was conducted at RAS office in Tabora due to the fact that most of the studies conducted in Tanzania are concentrated in other city, therefore the author decided to take Tabora region as case study so as to examine disciplinary procedures on employee's commitment to the Organization.

3.5 Study Population

Population defined in statistics is the number of items where information is derived. According to Field (2005), a population is a divergent or set of people, services, elements, and events, household or group of things that are investigated. This definition ensured that the population of interests was identical.

3.6 Sampling Design/Technique.

3.6.1 Purposive Sampling

Respondents were chosen using a purposive sampling technique because of the nature of the research where the respondents were recognized before the researcher

collect data, involving identifying item to be included or excluded Adam and Kamuzora,(2008). Purposive sampling was used in choosing element that she believes that will be able to provide the required data. Therefore the major criterion for including element in the sample was the possession of experience about the problem under investigation those who have key informants to yield adequate data, under this will involve employees who have already face disciplinary action and Top management who have more information concerning Disciplinary issues.

3.7 Sample Size/Unit of inquiry

Sample size refers to the numbers of item to be selected from the universe to constitute a sample (Kothari, 2004)

The researcher used a sample of 15 respondents from RAS office which include employees at any department who have already disciplined and top managers within the office. The researcher used sample size because it Economical, Less time consuming and useful to generalize data.

At RAS's Office, there are several types of employees. There is Human resource officers, who are the ones who control all affairs concerned administrative, Accountant who control finance matters, Receptionist for welcoming guest and give them directions, Record keeper, Department supervisors who control other employees, office assistants, Procurement and supplies who deal with government tender and procurement, Education department who manage regional schools and all educational employees within the regional eg, Teachers. Health and social welfare department work together with Regional hospital employees like Doctor and nurses also there is Drivers and Security guards

3.8 Methods of Collecting Data

The researcher used both primary and secondary methods of data collection. The methods selected under primary method were interview, which provided reliable and verifiable data. There from the research objective which is in line with the research

questions this study uses qualitative methods through the use of Interview guide questions.

3.8.1 Primary Methods

This is the information which the researcher collects from the field, it also involve the data researcher has developed specifically for the case study. Primary methods comprises of interviews.

3.8.1.1 Interview

An interview is a schedule of questions administered through oral or verbal communication in face to face relationship between the interviewer and interviewees (Kothari, 2004).

The researcher used interview both structured and unstructured thus helps the researcher to get clear information from sample size since it is a face to face communications. Interview was beneficial because it helped to discover how individual's feels and how they hold certain opinion rather than influencing with other in the group and it allowed more details to the question which were asked.

3.8.2 Secondary Data

These are written materials, which provide information in order to verify the findings (Ndunguru, 2007:95). The researcher also used the data from documents which include monthly reports, Government standing orders; Newspaper published books, magazines and journals. This information helped the researcher to match the primary data source in order to get adequate information. Under the secondary data collection methods, the researcher employed documentary method that deals with written documents or materials and other published documents related to the research topic.

Also the researcher used media materials and website; the researcher examined published resources or materials which cover the effects of disciplinary procedures on employees' commitment in the organization in Tanzania and other countries such as text books, Articles, published reports and dissertations, to get all materials

mentioned above the researcher made use of library and internet so as to get current information.

3.9 Data Collection Tools

The data collection tools used includes:

3.9.1 Interview Guide

These includes guide the researcher on the questions to interview the employee's especially top managers and other officials who have been selected as a sample size. This helped to get more open and detailed answers, the interview guide questions are attached as Annex I.

The interview guide was prepared before going to the field work .The interview was used because the intention of researcher was to get the opinion about existing problem. But also the method was suitable because it help the researcher to get in detailed information about people perception, attitudes, feelings and views pertaining to the study. Moreover it helped the researcher to get the required data because during respondent talk the researcher was very careful to make sure that the respondents were requested to answer. During interview, the researcher noted down the answer provided by respondents.

3.10 Data Analysis and Interpretation

Data analysis refers to the computation (adding or subtracting) of certain measures along with searching for patterns of relationship that exist among data group, It involve inspecting ,Transforming of data ,Modeling data, (Evaluating) with the goal of discovering useful information to support decision making (Kothari 2004).

This study used content approach in analyzing the data collected from the field through interview and documentary methods. It involved Management and describing of data, through summarizing key finding from documentary review and transcribing to be related with interview questions. It involved analyzing of themes and main idea. Data were grouped to facilitate counting inference of responses

answer and that were obtained from documentary review. The data were further edited to ensure that the items were answered correctly to determine their accuracy, consistency, appropriateness of the responses and also to avoid errors and biases this involved data reviewing and inspection. Then data interpretation and conclusion were drawn basing on the research question and objectives.

3.11 Ethical considerations

In research or any scientific investigation, ethics are essential to all parties related with research as they affect the rights of individuals and eventually the quality of data obtained (Cooper & Emory, 1995). In this research, ethical considerations observed included; consent for participation in the research sought from all the respondents, the purpose and duration of the study were explained to the respective respondents, confidentiality and anonymity of the respondents were given due attention as required for ensuring respondents are not harmed by their disclosure of information, and promise was made that a copy of the research report would be available for them to read.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the analysis of data and discussion basing on information in line with the disciplinary procedures on employees' commitment in the organization at the study case. Target population was 15 employees but only 12 responded, which that forced the researcher to use unstructured interview. These respondents include human resource officers, procurement officer, record keeping, education officer, health officers and supervisors. It is however important to appreciate the fact that all respondents responded to the questions as they were asked.

In order to support discussion, various documents from Ras Tabora were reviewed to gather more information in line with the research questions. The researcher went through some documents of the office, both previous and current documents and records of the organization. Specifically, the researcher focused on reading documents concerning disciplinary rules, policies and strategies implemented by the organization. The Documents reviewed include Employment and Labor Relation Act No. 6 of 2004, The Labor Institutions Act, 2004 The Workers' Compensation Act, 2008 (Act No. 20 of 2008), The Public Service Regulations, 2003(Government Notice No. 168 of 20thJune 2003), Codes of good conduct(2008).

The general objective of conducting this study was to examine disciplinary procedures on employee commitment in the organization using RAS Office Tabora as a case study. Specifically the study aimed at achieving the following objectives:

- i. To identify disciplinary procedures used to ensure employees commitment in the organization.
- ii. Identify number of employees who had already disciplined.
- iii. Examine challenges Human Resources face to institute disciplinary procedures in the organization
- iv. Examine the effect of disciplinary procedures on employee commitment.

4.2 Characteristic of respondent

This aspect was important in obtaining the overall picture of respondents which could help in discussing the main issue under this study. This subsection presents characteristic of all respondent in the study; these include gender, Education Level, Positions and Work experience. The major aim is to understand the participant in term of their characteristics, gender and position. Such variables provide a chance to access equal opportunity between different sex in obtaining managerial position and employment opportunities in general. Based on these principles, it was easy to understand their length of experience concerning Organization.

Table 4.1 Characteristic of respondent

AGE	MALE	FEMALE	TOTAL NUMBER	PERCENTAGE	POSITION
18-30	2	2	4	26	Supervisor/Workers
31-40	5	4	9	60	Managers /workers
41-60	2	0	2	14	Managers/workers
TOTAL NUMBER	9	6	15	100	

Source: Primary Data 2017

4.2 Disiplinary procedures used to ensure employees commitment

The first objective of this study was to identify disciplinary procedures used in RAS TABORA as a means of shaping employees' behaviors so as to ensure employees are committed in the organization. Through interview as a method of data collection used, the researcher revealed that management of RAS TABORA uses two kind of disciplinary procedures such as: formal proceedings and summary proceeding.

The first disciplinary procedure is formal proceeding which involves all kind of big offences like absence from work for five consecutive days without any permission, poor work performance, theft, corruption, taking of alcohol during working hours, failure to disclose information, failure to comply with order, engaging with other duties outside the office which may cause distraction of other duties within the organization and like, of which it resulted to punishment such as dismissal, reduction of salary inclement, reduction of job rank. Those offences are indicated on public service Regulations Act 2003, Section C sub 5, which state private conduct and

personal interest which they not required at any working areas. In supporting the above findings, during the interview with human resources, one stated that; *“that in formal proceedings its involve big offences which may be repeated this make us to follow procedures before remove an employee directly from the work which involve listening to both side to make fair judgment “This is in line with the standing order(2009) sectionF.2 (1) (a-n)which indicates the big and small offences which may be subjected to formal proceeding*

Summary proceeding is a kind of proceeding which involves lower offences. The following kinds of offence follow under summary proceeding; absence from work for less than 5 days, failure to complete task, absence from work during working hours, negligent to perform other duties and failure to follow instruction, Which are also stated in the 2009 Standing order of Tanzania Section F.(2) (a-f).The following are the procedures followed for disciplinary procedures as mentioned by the respondents which are be adhered before administering punishing to employees. Verbal warning: This is the first step for the HR, where an employee is given this warning so as to correct an issue at the first instances. Generally employees receive a verbal warning for first transgression. At this stage, the principle of natural justice and fair procedures are always applied. At this stage the employer calls an employee and advices him or her on the problem and the employee is required to respond. This is always the first stage as most of the respondents to RAS office stated.

First Warning (Written warning): This is the second stages after verbal warning provided if there is no improvement in conduct or performance. The written warning letter should clearly state out the nature of the problems, give suggestion and solution, and advice on the possible sanctions if no improvement within the specified period. The findings from the study have also revealed that the employer at this stage has always afforded reasonable assistance to employees to improve his or her conduct.

Second written warning: This is also a third stage occurs if there is no improvement on employees conduct within the specified period given after the first warning letter is given.

Final written warning: This is the fourth stage which occurs when improvement is not occurred within the specified period of time (or during monitoring period). After this letter if there is no improvement or bad behavior continues or poor performance is repeated then dismissal will follow. This warning letter is final before dismissal.

Dismissal: This is the last stage whereby if there is no improvement after final written warning the dismissal will finally occur. At this stage a meeting should be called and the employer representatives should be invited. Also the employer should be given opportunity of appeal within the specified period. At this stage the employer should give a letter to confirm dismissal and the right to appeal and the specific period of time for appeal and where to appeal.

On supporting on the information given out by respondents also Public service regulation act 2003 from subsection 35- 49 its state the disciplinary proceedings which taken to deals with employees misconduct. Section 42 and 43 of Public service Regulations state those forms of proceedings.

One of interviewer (supervisor) responded by saying that, they follow these steps before progressive action approaches from top management. Also from the study done by Bragon (2009), punishments should involve this action before dismissal or termination of an employee from work.

Counseling

Counseling is an main part of the discipline procedures, since it gives a supervisor the chance to recognize employee work behavior problems and discuss possible solutions with them. The purpose of this part is to make employee responsive/aware of organizational policies, rules and regulations.

Confrontations help to understand the workers views. Though, proper training should be given to the supervisors concerning counseling skills to make this practice successful.

Warning

if Workers behavior has not been changed by counseling sessions, then a second discussion is held between the supervisor and the employee. This stage is documented in written form. As part of this phase, the employee and the supervisor develop written solutions to stop further problems from happening.

If the employee does not follow the written solutions, a final warning consultation the supervisor emphasizes to the employee the significance of correcting the unsuitable actions. Some firms incorporate a decision day off, in which the employee is given a day off with pay to develop a firm, written action plan to cure the problem behaviors. The idea is to impress on the offender the importance of the problem and the manager's strength of mind to see that the behavior is changed.

Discharge. This approach involves positive confrontation with the problem of employee and thus gives him an opportunity to rationalize himself. One among Human Resource Officer Said. The positive aspect toward this approach is that it focuses on problem solving rather than punishing of employees and penalizing. If the workers fail to follow the action plan that was developed and further problem behaviors exist, Also this give much time to managers and supervisors to make investigations and be cross to employees who subjected to indiscipline acts. One among supervisors noted saying that"

Before making judgment disciplinary procedures should ensure that action are not taken until an investigation has established that justifier that action it must be true and real(Clear and enough fact)must be fair and its true employee doesn't meat organization performance. Before remove an employee direct from work after warning and listening from both sides we may suspend the employee while we are making investigation by half paying.

Employee suspension from duty on half pay is one Example of buying time for an investigation to be carried out in order to establish the

fact of the infraction and establish a basis for a taking disciplinary action.

This requirement ensure justice to the employees as well as saves the organization inconvenience and cost that may arise from punishing the wrong person or administering the wrong punishment to the right person.

It is stated to Labor Act 2003 (ACT 651) Section 61 and 62, and Standing order (2009) of Tanzania Section F.25, which states that, an employee should not be removed from work without an investigation and clear approval of attorney General though information which will be given out by Chief Executive Officer.

Procedures for conducting disciplinary action in Government Authorities

According to constitution of united republic of Tanzania (URT: 2005), every disciplinary authority is required to have a register of disciplinary offences and it is used when an employee is accused of an offence. The disciplinary authority is required to record all alleged employees in a register and the public service act section 23(2) quoted that the supremacy to dismiss a public servant/workers shall not be exercised unless the following is adhered to:

Charge or notice, the employee must be informed in writing of the action to be taken and of the charges against him.

Defense: The employee is given right to submit a written defense to the disciplinary authority prior to the commencement of a formal inquiry. The format of the defense will depend upon the nature of the case and employee himself.

Inquiry: If the defense is rejected, the disciplinary authority forms an inquiry committee to investigate the case further by assessing all available evidence and interviewing witnesses. The accused must be informed of the time and, date and place that inquiry will be held. Inquiry should conclude investigation within 60 days and if an extension is required it must not be more than 30 days.

Inquiry report: On the conclusion of inquiry, the committee must submit an inquiry report to the disciplinary authority stating the opinion of the committee as to whether the charges against the accused have been proved or not.

Determination of outcomes: This is the responsibility of the disciplinary authority to consider the evidence provided by the inquiry committee and determine the guilt or innocence of the accused. The disciplinary authority must determine appropriate punishment and they must inform the accused within 30 days.

In government authorities, councilors and staff are involved in disciplinary decisions. In this they follow the normal decision making of the local government routine as explained in the local government “standing order. Final decisions are to be approved by the Full Council meeting.

The full council is the supreme council decision making body and it is composed of all councilors, Head of department and the people who are invited to listen to the council decisions (URT, 2003)

Also there is additional procedure of handling disciplinary matters in government authorities which is not provided for in the law or in the regulation, that the operational local government Standing Orders empower councils to debate and approve all decisions including the disciplinary matters.

It was found that in Tabora Municipal the Public Service Standing Orders is given the first priority as compared to other disciplinary procedures instruments. Also however interview data does not support this finding at 100%: One interviewee argued *“that the nature of the disciplinary actions employed at RAS office Tabora is of punitive in nature. They are instituted for the purpose of avoiding repetitions of the offences by the employees and not to correct and change their behavior”*

4.3 The number of employees who have been disciplined

The second objective of conducting this study was to identify number of employees who had been disciplined. The following results indicate from the interview with senior HR and HODS from procurement Management Unit, Record management

unit, Health and social welfare section and education sector section the that, a total of 20 employees have been punished from 2015/2017 for both summary proceeding as well as formal proceeding. From the findings it is about 12 employees which is equal 9% of all employees are males and total of 8 respondents, which are equal to 4% are females.

Table 4.2 Number of employees who have been disciplined

EMPLOYEE COMMITTED OFFENCE	OFFENCE COMMITTED	DISCIPLINARY ACTION TAKEN	YEAR
Procurement	Theft	Dismissal	
Teacher	Absenteeism, Lateness	Suspension(Salary Reduction)	
Doctors	Alcoholism, Low performance	Warning	
Record keeping	Disclose information	Warning And Transfer	
Nurse	Low performance	Warning	
TOTAL			

Source: Primary Data, 2017

The findings are also reflected in the quote by one among HR Managers, who said:

Administration must approve it and the approval must pass from required department, HR Department, Accountant department and junior Hr, but for them it was different issue they forge document and get a chance to take 540 litre of petrol from bidders it was in 2014 and there were 2 they were dismissed from work for the two accusation of theft and selling oil which was for government car because there was Prime minister visiting to Tabora District.

In May 2016 3 employees who were procurement officers who stole and sold office equipment without any permission were dismissed from work. According to the HOD from one of the Departments *“they were directly dismissed because it’s not their first time, before that they had already been warned for the same accusations”*

Also in October 2016, there are 7 teachers who were suspended with half payment until now for further investigation. These were suspected that they were late to their working areas and absenteeism during working hours but there others two who

continued to work for the reasons that they were afraid of losing their job directly and if they would be far that the management could forget about them.

One among the teachers who were suspended for further investigation for the accusation of chronic absenteeism and lateness to the work said in brief what exactly happened until she was suspended by the administration: *“Our issue was raised in August whereby Head of school report to Uyui District education officer. The main reason why I have been suspended where by the letter state it’s because of lateness and be absent most of time at school”*.

She said before she was transferred to Uyui;

I was working at Tabora town Municipal in one of the secondary schools. This school very far from where am staying and that there is no residence for me to shift nearby with my family. So this cost me every day to live home at 06.00am in order for me to reach early at work; and the transport here again is a very big problem as very few buses which goes do cross here at 06;30 am so that if you miss one then you are in trouble: This is not like in other places where you can catch the bus any time.

Even though this is not the first time or second time, I have already attend more than two time to district Education officer to report if they can help me to find where I can stay but I didn’t get any satisfied answer because they say they will arrange meeting with The Administration and Head of school to see what will happen ,Another time they call me and warn me for the same accusation but I explain myself the problem was where I can stay with my family because they depend on me with this small salary and its impossible for me to build new house here so if possible management of school can think for us for the few days but there was no any changes although sometimes I change my routine of coming late at work .

Any public servant is not supposed to come late to the office and should register into attendance registers time which he/she reaches for the office and when leaving at work. This started in standing Order (2009) Section F.2. Also public servant are not supposed to be absent from work without permission from his employer, according to Section F.16 from Standing Order. The interview with 3 doctors from regional hospital who had been given warning due to suspicion that they drank alcohol during working hours, indicate that”

The office suspected us of providing poor services and drinking alcohol during working hours but in reality we drank alcohol after working hours to refresh our mind but when it's come to work we provide best service .Then he continue by saying people confuse this because they know most of time after work, I drank beer it's not more than two bottles and that doesn't affect my work anymore. In short am not happy for this and even if you get a chance to ask any patient whom I have already attend them they will never complain about my service, after all I never killed or give wrong medication to the patient.

Another medical officer who also got warning for working into more than one hospital that made her fails to perform well. Because she spends few time to her permanent job. She claimed this during an interviewing:

“That is not true for me to work into more than one place even thought's possible but for me I can't do that, I have many activities here that sometimes I become tired but after the work. Then she said assume it's you how can you manage to work into more than one place, Every day we leave from work 3:30 and sometimes its depend and at 08.00 you required to be at work and sometime not only in the morning we attend Night shift so how can you manage to work 24hrs without a break ?.For me it's not true and if I manage to catch the

person who says it to the management, I shall deal with them perpendicular.

This behavior has been stated in Standing Order (2009) Section F.3(1)a-c as having external interest within an organization which is not allowed: Public servant is not allowed to engage into any other activities which in might in any way conflict with interest of his organization.

In the record management area, confidential reports were given out and information reached to require a person without knowing who is responsible so the management shift those workers to other place (Urambo, Skonge and Uyui district from Tabora Municipal).In line with objectives of this study, reason why employees lack discipline and commitment to the work discussed hereunder:

Leadership

Some employee's violate rules very often because of the behavior of their leader. If the leader is dishonest, has no vision, undedicated to his work, not change oriented, uncooperative, a poor problem solver, does not accomplish tasks, employees do not derive enjoyment, from their work and start eliciting signs of indiscipline instead they follow what their leaders doing.

Moreover the findings from documentary review showed that leadership in many ways can cause strength or weakness of an organization performance .If leaders are strong to handle any matters and provide consistence decision, ensuring sound work relation between management and employees regardless of levels of employment also other workers will maintain it and respect their leaders. Also study conducted by Franklin and Pagan (2006), concur with the findings which show that ,although discipline within the organization is to shape the behavior of employees and to modify their character but employees will follow what their leader do.

Personal Characteristics

Such characteristics may include; carelessness, lack of cooperation, laziness, dishonesty, lack of initiative, chronic lateness and lack of effort. These characteristics must be adjusted in order to bring them to forms and standards

preferred for the particular work organization. The disciplining function usually has particular problems with such people because they think organization negligent them. One of respondents said:

“Some employees’ possess personal characteristics which have not been which have been acquired either in other organization or in their current work organization or from their Adjusted family background, that why it’s become very difficult to deal with them”

Private Problems/ Personal problem

Sometimes employees break rules for reasons that have very little to do with their working conditions. The employee may be having a quarrel at home, money problem, fear, frustration, or even be sick. These problems often cause undesirable behavior, which disrupts peaceful coexistence in the work group, as well as the organizational performance.

Researcher found that the situation in which the employees commit misbehavior may vary in the same way that the manager may also handle an individual situation or characteristic in different ways that is commensurate the situation. However the method which the manager executes the disciplinary action may produce various opinions from the employees. Also sometimes managers they have to deals with employee’s personal matters like sickness. So it’s become difficult to give out difficult judgment because they afraid what will happen to them if same thing can happen and sometimes they have true information concerning their employees problem so it’s become difficult to punish them.

Publicity of Rules

Rules ought to be publicized (Employees) so that the party, which must observe them as well as that, which should enforce them knows that such rules exist.

The findings from documentary review which written by Ngirwa (2006) found that apart from Training, motivating programs to employees and development of positive work settings, not all employees will perform according to the need of organization some of them will not still perform well .Managers have the responsibilities of

reminding them through applying disciplinary action to those who kind of workers through publishing journals or books for them to read more.

The findings shows that employees who disciplined are those fails to meet the need of the organization/fails to meet standard of performance ,managers within the organization have the duty to ensure employees are committed to their work and organization performance is well maintained ,so disciplinary action is to assist employees to understand performance problems and opportunity for improvement .

Study done by Torrington(2009),its finding concur with those typical commented that discipline action aim to ensure effective communication and keep the employees informed ,accountable in every situation .Discipline of the employees is the key foundation of organization culture.

The researcher also found that sometimes managers punish employees to maintain organization reputation and harmonious environment to others employees so they can be aware organization terms of employment. Its shows that number of works who face punishment decline from year 2014-2017 whereby in 2014-2015 no of employees who disciplined was 13 in the organization but the ye 2015-2017 its about 7 employees who face the same case, this shows that employees become committed to their work after disciplined.

4.4Challenges human resources face to institute disciplinary procedures in the organization

The study also investigated the major challenges facing HR on instituting disciplinary procedures in the organization, and the following challenges were revealed:

4.4.1Personal interest

Most of the respondents complained that some of us HR have bias over employees' matter such that we take employees' offences for granted by not taking action against other employees who have committed the offence in accordance with the laws and

regulations. This also stated from Public Service Regulation 2001, 2003. Government Notice and Code of Good conduct⁹ 2008) Public service Leader or employee should be neutral into decision making and adhere all human rights.

4.4.2 Lack of enough fact to about employee's problems

One HR said

Some of employees who had been faced with disciplinary procedures complained that we don't have enough fact about the employees offences hence that we provide solution of the misconduct without knowing the fact, but the accusations are not true because we know our employees very well and we know who perform better, so even when it comes to judgment we make first follow-up investigation before we make other decision

Findings show that sometimes managers receive information from the people who are close to them because they believe them and they are the ones who spend time with other employees. Armstrong (2003) who stated that there should be work relation limitation between works and top management, also organization culture should be maintained by making decision support org development rather than personal interest. Also public service act (2003) emphasize impartiality to public service into making decision not to favor one part. The findings reveal fair judgment within the organization may result to positivity work relations among employees.

4.4.3 Lack of awareness of laws and regulations among HRM

The findings from the study reveal that there is low awareness among HRM on the laws and regulation into regulating employees' disciplinary procedures these hinder HR to make decision. One of HR said;

We differ in levels of understanding things; thus even our decision may sometimes be different from one another. The decision which I make may be different from the others.

It's have been found that management and councilors are not aware or knowledgeable of disciplinary procedures and they normally get aware on one day before first appointment .A one day appointment seminars appointment is not enough in equipping employees in all matters concerning government

4.4.4 Social problems.

Therefore from the foregoing discussion it seems that most of the employees complained about their social problem as the major causes that made them to conduct unethical behavior that attract disciplinary action and there after you find some of the HR became consigned with some of the social problem and reluctantly rejecting to apply disciplinary action to the said employee. They said sometimes they fail to punish them because of these problems where by anybody can have it. The finding discussed by cole (2008), who finds that it's difficult to the managers to achieve consistence in disciplinary practice because they are also employees and they are employed .It's difficult to punish themselves if they face same problems

4.4.5 Political and top management interference

Politics also has been one of the challenges on disciplinary procedures he quoted that *“there is a tendency of politicians to involve in disciplinary matters and because they got some powers they use their power to influence disciplinary procedures and this has contributed into a great violation of disciplinary procedures.* When Managers make decision to handle the situations the top management either denies or come with a different solutions about the issue.

From the interview one Human Resource Officer suggested that:

Most of the management and employees in the council are not aware/ knowledgeable of disciplinary procedures and they normally get awareness on one day first appointment seminar. A one day seminar is not enough in equipping newly employed on all matters to government and human resource issues including discipline

This study reveal that District councilors played a great roles during disciplinary matters to the employees also it reveals that some of them have their own interest or have some problems with management or don't have knowledge and experience into disciplinary action. This may cause violation of rules and regulation to emerge every day. Study done by Joel (2013), state that there should be separation of roles and responsibilities between politicians, organization, management, community leaders and religious leaders.

4.4.6 Financial problems

Most of HRM complained that, the meetings require financial support such as payment of per diem and so forth. Therefore from the findings of the study most of the HRM department failed to call for committee of inquiry due to the lack of financial support from the government hinder effective implementation of instituting disciplinary procedures. One of the Hr officers remarked say that *“We are facing financial constraints due to the budget deficit therefore it become difficult to call meetings and conduct Training concerning Disciplinary issues to our employees“*

Its discussed into different literature that financial is managerial problem to every organization or institutions, because every activities require money to run activities. So management have the activities of ensuring proper allocation of financial resource available to balance both activities .The researcher also found that financial problems hinder other activities to be effective like meetings and training concerning discipline of employees .This lower level of awareness of employees about discipline.

4.5 Examine the effect of disciplinary procedures on employee commitment.

The fourth objective of conducting the study was to examine the effect of Disciplinary procedures on employee's commitment. The findings under this research objective are grouped into two groups as there is the positive and negative impact of disciplinary procedures on employee's commitment.

Of all the respondents, 6 of them (40%) agreed that disciplinary procedures lead to employees' commitment when it is applied effectively. The following are the reported reasons.

4.5.1 Increase of performance

The findings from the study shows that disciplinary procedures enabled the employees who have been punished to increase the performance of doing work so as to avoid not to be punished again. Therefore a total of 25 respondents (50%) of all respondents agreed that disciplinary procedures help the employees to increase the work performances.

One of education officers revealed that;

When some are suspended the other teachers remaining at work get their behavior improved more day to day because they afraid to be dismissed from their job, and there is no complaint concerning late coming or absenteeism at working areas."

4.5.2 It helps to regulate the conducts of the employees

From the findings it shows that, the disciplinary action enabled the employees to regulate its conduct hence became committed on work. The findings from the study reveals that most of the respondents who have been subjected under disciplinary action have led into enabling employees to regulate its conduct and teach the lesson to other employees by not committing another offences, thus led to the employees to be committed to its work.

It led to the increase of level of awareness on the available laws and regulation regulating the conduct of the employees. Therefore from the foregoing discussion, most of the respondents argue that employees who have been committing misconduct or offences that attract disciplinary action teach or give lesson to the other employees on the available laws and regulation regulating the conduct of employees. Employees tend to understand that the laws are there and that if employees commit an offence he/she will be subjected under disciplinary action.

4.5.3 Can ensure orderliness (uniformity) and safety at work

In the work place people have their unique interests and personalities which necessitate the introducing of rules, procedures, and codes of ethics in order to ensure orderliness and safety for organizational property, employees and society. Discipline is the tool for ensuring that the established order and safety measures are observed.

4.5.4. Correct undesirable behavior among the employees

Employees who deviate from required performance standards or behavior are punished in a way that enables them to learn acceptable performance standards and behavior.

It penalizes persistently bad behavior. Basically disciplining is a positive tool for safe-guarding the interest or organizational members and those of the organization. But after other methods of ensuring self-control and correction fail, then managers must take disciplinary action in order to firmly but objectively express the organizations resentment of deviating behavior.

4.5.5 Development of the organization

The findings from the study shows that disciplinary procedures or action have led into development of the organization due to the increase of work performance. Most of the respondents who have been subjected under disciplinary action have increased their work performance hence they improve development of the organization.

4.5.6 Increase morale of work

The findings from the field show that, disciplinary action can lead into an increase of morals of work. This is due to the fact that, employees who have been subjected under disciplinary action can learn to become committed and thus their morale of work increased. The findings above are in line with previous research done by Wedaga (2012) who investigated on the impact of disciplinary procedures on employees.

On the other hand the findings from the study have shown that the disciplinary action has also had negative impact on the performance of work as indicated by about 9 (60%) of respondent employees who indicated that before the presiding officers at departmental discussion.

4.5.7 It may lead to biasness

Top management is not consistently experienced as neutral into decision maker. It emerged that, punishments are sometimes sanctions given by managers which are not consistently effective, and sometimes too harsh; *sometimes they provide a person with another chance. Because there are some guys that on their first hearing, they are dismissed. Others gate the second chance to see if they can improve on their mistakes.*”

Another respondent said: *The organization is more inclined towards punishment than supporting or helping their employees* “The non-verbal behavior of the participants indicated that they were upset about the way in which the organization dealt with them.

4.5.8 Reduce morale to wok

This noted from employees saying: *“I was working harder but it’s like no one watching but for now even if I will continue to perform well they will continue to say and sometimes I feel too bad because its seems management doesn’t know or appreciate my presence”*.

If administered in a wrong way, disciplinary actions can lead to low performance; the findings from the study reveal that, the disciplinary action can de-motivate employees from doing work. Most of the employees who are subjected under disciplinary action their morale of doing work has been decreased, hence they became de-motivated from doing work because they don't know their final destination.

Respondents in the study shows that they knowledgeable about the disciplinary procedure of the organization as a disaster or sometimes being bad luck to them; *“and I was very anxious for the situation, cried the whole time, and when I had to go in for more clarification, I felt I was going to faint. it is an experience that I would not want to be repeated to me or any of my fellows “* One of the respondents said this as they also found that employees often experience an emotional reaction when being disciplined. These findings concur with a previous research conducted by Stecher & Rosse (2005) which found that subordinates responded emotionally when they were disciplined.

4.5.9 It cause bad work relations between employees

Disciplinary actions reduce creativity because employees feels that everybody is an enemy and that wherever they do something it gets known by the management.

Total No of 9 employees (60%) said:

Before disciplinary procedures I was thought other employees like me for the fact that am working harder without force, I cooperate with all employees without any fair and sharing many things even my personal problems sometimes for more advice, but after be disciplined(warned) by supervisor ohh MY GOD!!Am afraid to be near some employee: Because I suspect maybe to be responsible of giving some information to the management.

Others said: *“Its cause bad relation between employees because those who remain to their work place or those who does not being mentioned into indiscipline issues suspected to be the one who informed as”*.

Also from the findings, a total of 10 respondents which is equal to 67% employees mentioned that not only that disciplinary action affect employees commitment there is issues of management where by issues like low salary, absence of conducive working environment; example, enough rooms, machines like computers for data management that made them to use more paper working. Other issues also relate with absence of workers’ residences as they stay far away from working areas that why they come late or sometimes absent from work. Responses also suggest lack proper communication between top management and other employees as sometimes rumors spread before real information. The findings show that discipline can be positive related to employee’s commitment, it’s a bridge between goals and accomplishment, its influence employees to change their behavior if positive taken .Rules and regulations management establish in the work place are necessary because they help organization performance. Management use code of conduct because its guide employees to their daily activities and sometimes it act as reference for users .The researcher found that most of employees are committed to their work due to disciplinary process(progressive disciplinary action)continue to manage employees behavior .Other employees who are not subjected to these action even once also they aware of discipline action taken within the organization and they said wherever its happen employees level of performance improving. The study also done by Wedaga Stephen (2012) concluded that disciplinary procedures result to employee’s punctuality and performance.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter introduces the summary of the findings, draw conclusions, recommendation and lastly area for further studies.

5.2 Summary of the findings

The impression from the findings show that, people do not like disciplinary rules or action because they restrict their freedom of behavior and question the right to self discipline. This is especially the people with low standard of self discipline who hate the existence of rules into the organization because they often break them and thus have to experience the enforcement of rules.

The people with high standard of self discipline are not inconvenienced by the existence of disciplinary rules are merely source of information as to how they are expected to behave. In practice disciplinary action would not be enforced on them as they would not break them because they are self motivated and know what organization want to achieve.

The first objectives of conducting this were to identify disciplinary procedures used to ensure employees are committed in the organization. The study established that disciplinary procedures do exist at RAS's office Tabora and some of employees are aware and others know that they exist but not completely aware. From the responses and the analysis, the respondents maintained that many forms of disciplinary procedures are administered, example warning and suspension and other form of proceedings (formal proceedings and summary proceedings) like reduction of salary, reduction of job rank and that most employees are aware of the existence and application of those procedures.

Under formal proceeding the respondents stated that, formal proceeding involves all kind of big offences which lead to big punishment such as dismissal, reduction of salary increment, reduction of job rank. The following offences are punishable under formal proceedings such as absence from duty for five consecutive days without any notice, under performance of work, theft, corruption, and taking of alcohol during working hours. Summary proceeding is a kind of proceeding which involves lower offences, the following kind of offence follow under summary proceeding such as absence from work for less than 5 days.

Also from the findings of the study the respondents mentioned the following procedures that are to be adhered before punishing the employees thus in order to ensure employees commitment at work place: verbal warning, warning, reprimand, severe reprimand and lastly termination. All respondents were noted to have the knowledge about fair and unfair disciplinary action

The second objective of conducting this study was to identify number of employees who had been disciplined. The results were obtained through the interview with senior HR at RAS office the findings revealed that about 20 respondents had been punished from 2015/2016 for both summary proceeding as well as formal proceeding. The findings reveals that about 12 respondents which is equal 60% of all respondents are males and about 8 respondents which is equal to 40% of all respondents were females. Therefore from the findings above it seems that most of the respondents who have been punished are males.

The study also investigated the major challenges facing HR on instituting disciplinary procedures in the organization, and the findings indicated that, personal interest was one among the challenges facing HR while instituting disciplinary procedures; this is mainly due to the fact that most of the HR has personal interest over the matter.

Other factor like lack of adequate facts about employees' problems, financial problems to conduct training needs assessment, most of HRM complained that, the meetings require financial support such as payment of per diem and so forth. There is

lack of awareness of laws and regulations among employees as they do not know how these take place. Lack of integrity to some HRM: The findings from the study revealed that, most of Human resources manager lack integrity due to the fact that they judge according to their fact and decision basing on friendship and that they favor certain groups of people also manager's activities and decisions being interrupted by other leaders.

The fourth objective of conducting the study was to examine the effects of disciplinary procedures on employee's commitment. The following findings were obtained from the interview with some of the officials:

The findings under this research objective are grouped into two groups; positive and negative impact of disciplinary procedures on employee's commitment.

The positive impact of disciplinary procedures on employee's commitment as follows:

Increase of performance: The findings from the study revealed that disciplinary procedures enabled the employees who had been punished to increase the performance of doing work so as to avoid not to be punished again. Therefore 8 respondents which are equal to 55% of all respondents agreed that disciplinary procedures helped the employees to increase the work performances.

Disciplinary actions also help to regulate the conduct of the employees. The findings from the study revealed that, the disciplinary actions enabled the employees to regulate its conduct hence became committed on work. It led to the increase of level of awareness on the available laws and regulating (employees know what organization expect from them) and the conduct of the employees,

Development of the organization: The findings from the study revealed that disciplinary procedures or action led into development of the organization due to the increase of work performance. Increase of morally of work. On the other hand, the findings from the study showed that, the disciplinary actions also had negative impact on the performance of work as indicated below:

Disciplinary actions can lead to poor performance: The findings from the study revealed that, the disciplinary action can de-motivate employees from doing work. Most of the employees who are subjected under disciplinary action had their morale of doing work decreased as they had become more stressfully and de-motivated from doing work.

5.3 Conclusion

Any organization expects their employees to be committed and disciplined to reach organization goals and that is why they establish rules and regulations. The presence of rules and regulations in the organizational helps members to behave in a specific way and expect also the employers to behave that the same. Rules make people feel secure and comfortable about their condition behavior and self-discipline.

But it is not enough to have rules in place if they are not obeyed. When rules exist but people simply break them. This necessitate disciplinary actions to be applied to deal or handling employee's behaviors' in the organization

Employees have the knowledge of disciplinary action but violating of rules is a very serious problem in public organizations whereby the public Organization has to take measures to minimize the problem because violation of disciplinary rules brings about difficulties on survival and prosperity of the organization. Lack of discipline can led to job turnover, less productivity, harmonious working environment, violence, distortion of public properties and so many problems.

There is number of employees who were disciplined due to different misconduct like theft, alcoholism, absenteeism lateness, low performance, since disciplinary procedures provide conducive working environment in which employees become committed and go according to the will of organization.

However, employees mentioned different things which force others to behave differently, these include lack of discipline and committeemen due to lack of publicity of rules emanates either from management arrogance or from the

assumption that, since the formulation of rules included representatives of management, employees and unions. This made many employees to lack awareness.

Also due to the publicity of the laws and regulations HRs face some challenges to institute disciplinary procedures: The study concludes that, for the effective HR working, the meetings which are necessary to influencing discipline among workers require financial support such as payment of per diem and so forth. Also they fail to judge people sometimes due to the personal matters where by everybody can face them some days like illness. The findings from the study also revealed that, there is low awareness among HRM on the laws and regulation regulating employees' disciplinary procedures which hinder HR to reach into rational decisions or judgment.

Management problem: The study observed that there is management problem, where by employees complained that there are other work facilities they do not get at working places which influence employee's commitment rather than disciplinary action.

The researcher found that disciplinary actions affect employees positively and negatively: Positive way includes the possibility to improve organization or lead to development of the organization as those who remain unpunished or warned may change their behavior. This can sometimes cause things to fall apart because those who subjected to be disciplined may lack morally of doing work and bad working relations among employees.

Generally speaking, employees do not like disciplinary procedures; they judge as general punishment to them because it causes stress and emotional exhaustion. However, the presence of disciplinary actions in organization can help employees to behave in the way organization wants.

5.4 Recommendations

After carefully analyzing the data the researcher was able to see that discipline and commitment are generally very effective, and to a large extent helped in many ways

to shape employees to be contributive members of the organization. This helped the organization to achieve its goals. This therefore indicates that discipline is very important and very sensitive factor in the organization and which is needed by Human resource or top management in any organization. Following the findings in this study, some aspects are recommended for employees, organization and supervisors that will enhance commitment to the organization

- i. It is definitely probable for employees to be committed in the organization and that is a critical task for managers. It seems that there exists a self-reinforcing circular relationship between the discipline of employees and commitment of an employee, Employees may be committed where there are also motivators at working environment like good salary. Therefore, internal satisfaction arises without discipline action and the employee is motivated to be committed well in the future. To employees, the relationship is not endless; it could be that, the employee does no longer derive satisfaction from discipline action so management should consider employees other needs.
- ii. During the study, the findings revealed that there are only few employees who understand the disciplinary laws. The Hr department should therefore encourage and sensitize their employee to understand disciplinary codes and other disciplinary laws..
- iii. The study also recommends that there is a need for each and every employee to be given a copy of disciplinary procedures, and staff should be encouraged to read it regularly.
- iv. The study also recommends that there is a need for managers or HR to be trained on the procedures of administering disciplinary action. The finding from the study reveals that managers manifest some nepotism tendencies; therefore managers should be well equipped on training so that they stick on the available laid guidelines and regulations.
- v. In order to reduce employees' misconduct and to achieve good standard of employees (commitment) the government should improve management and welfare of employees such as increase of salaries, improve medical facilities, housing allowance and transport facility. These will encourage the employees

to be committed at work hence improvement of organization performance. This follows the fact that, not only disciplinary procedures that improve employees commitment but also good management of organization and employees may lead to employees' commitment.

- vi. In order to solve the challenges which human resource face, the government should increase budget to the public sectors so it can make easy for the administration to run their activities like providing general education concerning laws and regulations and how they work so to reduce employees complaining towards them. Also through government policies concerning discipline to employees should emphasize on budget into implementation of rules and regulations into the organization because if discipline well maintained other organization activities will be properly maintained.
- vii. There is a need to encourage seminar and workshop so that to educate the employees about disciplinary issues as well as employees commitment on the successfulness of the organization. The seminars will help the employees to improve their performance and reduce the issues of disciplinary or cases.
- viii. The human resource department ought to take steps to avail the awareness of all new rules to all organizational members. This can be done through orientation programs, circulars, meetings, posters. It is useful to remember that poorly publicized rules will most likely be broken and poorly enforced
- ix. The organization should ensure that it applies fair disciplinary procedures when making judgment to all employees regardless of their level in the organization. This may reduce the question that managers favor certain group. There is also a need to ensure that when disciplinary action takes place employees should understand clearly what and why they are accused, if possible to counsel them after their judgment like that it is not the end of life because in so many cases employees become more stressed following the disciplinary actions and usually despair.
- x. Managers should educate employees and make them aware that disciplinary action is one way of reshaping employee's behavior and not way of punishing them as most of them take punishments negatively.

- xii. Disciplinary procedures must give /provide feedback to their employees when asked to change /correct behavior or other issues ,So they required to confirm if issue is resolved .Thus they can be measured through Performance appraisal, meeting session, or other means for measuring performance of workers. It must be noted that disciplinary action /procedures are the one of the many critical tools managers need to handle very successfully in the At last, there are numerous other ways to increase commitment of Employees in organizations (example, diversity leadership. The leader should be careful in handling discipline problems caused by employee private problems. They should avoid being interpreted as using these as opportunities to snoop into the employee's personal affairs, but they should encourage the employees to share private problems with them and be able to offer a listening and uncritical ear. This shows that the managers cares and understand.
- xii. There is a need for policy to state clearly on the importance of disciplinary procedures and existing policy should be modified or clarified every time where there is the need of doing that especially on the state of separation of roles and responsibilities to different workers. Also central government should not much involved into discipline matters to local authorities because they are the one who have knowledge their employee's problems or level of performance unless they need that support.

5.5 Areas for further studies

From the study the researcher recommend future studies to focus or be conducted in the topic but cover other RAS offices in other parts of the Tanzania for comparative purposes.

The researcher also suggests that, future studies should be conducted in the local government authorities especially the district councils to assess the effectiveness of disciplinary procedures and employees' commitment in Tanzania.

Lastly, the researcher suggests similar studies to be conducted to assess other variables that were beyond the scope of this study so as to get views and trends for comparison purposes. A similar research can also be carried out to determine the other factors which affect the employees' commitment in other state corporate.

REFERENCE

- Adam and Kamuzora, F. (2008). *Research Methods for Business and Social Studies: Book Project*, Mzumbe University
- Akintayo D.I. (2010). Work-Family Role Conflict and Organizational Commitment Among Industrial Workers in Nigeria. *Journal of Psychology and Counselling*.2(1), Pp.1-8.
- Armstrong.(2009).*Human Resource Practices and Management, How to manage People*.2nd Edition.
- Avolio B.J., Zhu W., Koh W. and Bhatia P. (2004). Transformational Leadership and Organizational Commitment: Mediating Role of Psychological Empowerment and Moderating Role of Structural Distance. *Journal of Organizational Behaviour*. 25, 951-968.
- Brogan, Michael J. (2009). Experiment and institutional: Clean Elections in a new Jersey LexLocalis, *The Journal of Local Self Government* vol. 7 (4) pp. 371 – 392.
- Camilleri E. (2002). Some Antecedents of Organizational Commitment: Results from an Information Systems Public Sector Organization. *Bank of Valletta Review*.No.25, pp.1-29.
- Cole, G.A. (1996).*Management theory and practice*, 5th Edition, Great Britain: Martins the Printers Limited, PP. 358 – 359.
- Creswell, J.W (2014). *Research Design: Qualitative, Quantitative and Mixed methods approaches*. Washington D.C, SAGE Publications
- Dex S. and Smith C. (2001). Effects of Family-Friendly Policies on Employee Commitment: An Analysis of the Workplace Employee Relation Survey. *The Judge Institute of Management Studies Working Paper*.No. wp20/2001, PP.1-36.
- Eby, M.(2005) *Painless Management Improvement*, 2nd Edition, New York: State University Press, PP.55-79.
- GUZZO, R. A., YOST, P. R., CAMPBELL, R. J. and SHEA, J. P. 1994, Potency in groups: articulating the construct, *British Journal of Social Psychology*, 32, 87 ± 106.

- Habib A., Khursheed A. and Idrees A.S. (2010). Relationship Between Job Satisfaction, Job Performance Attitude Towards Work and Organizational Commitment. *European Journal of Social Sciences*.18(2), Pp.257-267.
- Hunjra A.I, Ali M.A, Chani M.I, Khan H. and Rehman K. (2010). Employee Voice and Intent to Leave: An Empirical Evidence of Pakistani Banking Sector. *African Journal of Business Management*.4(14), Pp.3056-3061.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. The impact of human resource management practices on turnover, productivity, and corporate financial performance, *Academy of Management Journal*, 38, 635-672.
- Ichniowski, C., Shaw, K. and Prennushi, G. (1997), 'The effects of human resource management practices on productivity: A study of steel finishing lines.' *Human Resources Management*, vol. 37, no. 3, pp. 291-313.
- Khan M.R., Ziauddin, Jam F.A. and Ramay M.I. (2010).The Impacts of Organizational Commitment on Employee Job Performance.*European Journal of Social Sciences*. 15(3), Pp. 292-298
- Kothari, C.R (2004) *Research-methods and techniques* (2nd Edition).K.K Gupta for New Age International (P) Ltd.New Delhi-India.
- Lo M., Ramayah T. and Min H.W. (2009). Leadership styles and Organizational Commitment: A Test on Malaysia Manufacturing Industry. *African Journal of Marketing Management*. 1(6), Pp.133
- MacDuffieJ.P, and Frits K. Pil (1995). The International Assembly Plant study Philosophical and methodological Issues; In *Lea Production and Labour Critical and Comperative Perspective* edited by Steve Babson Detroit, MI Wayne States University Press.
- Meyer J. and Davis N. (1999).A Three-Component Conceptualization of Organizational Commitment.*Human Resources Management Review*.1, PP.61-89.

- Mowday R.T., Steers R.M. and Porter L.M. (1979).The Measurement of Organizational Commitment. *Journal of Vocational Behaviour*.14, PP.224-247.
- Munna, C. (2008) Factors Contributing to the Decline in Discipline at Workplace in Tanzania: A Case of Muheza District Council. Unpublished master thesis, Mzumbe University
- Ngirwa (2005) Public Management book, How to manage Employer Employee Interest.
- Now day R.T., Porter L.M. and Steers R.M. (1982).Employee Organizational Linkage. New York: Academic Press.
- O'Reilly C.A. and Chatman J. (1986). Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification and Internalization on Prosocial Behaviour. *Journal of Applied Psychology*. 71, Pp. 492-499.
- Ongori H. (2007). A Review of the Literature on Employee Turnover. *African Journal of Business Management*. PP. 49-54.
- Porter L.W., Steers R.M., Mowday R.T. and Boulian P.V. (1974). Organizational Commitment, Job Satisfaction and Turnover Among Psychiatric Technicians. *Journal of Applied Psychology*. 59, Pp. 603-609.
- Reddin, W. (1970) *Managerial Effectiveness*,5th Edition, Great Britain: Martins the Printers Limited, PP. 35 – 54.
- Tumwesigye G. (2010). The Relationship between Perceived Organizational Support and Turnover Intentions in a Developing Country: The Mediating Role of Organizational Commitment.*African Journal of Business Management*. 4(6), Pp. 942-952.
- Wedaga Stephen(2012)A study concerning Effect of Disciplinary procedures on employee Punctuality and Performance at Anglo gold Ashanti , mine in Tanzania
- Wood, S. de Manazes, L (1998), High Commitment management in the UK: Evidence from the work place Industrial Relation survey and employer's

manpower and skills practice survey, *Human relations* Vol. 51, PP. 485 – 517.

Wyne, S.J. Shore, L.M and Liden R.C (1997). Perceived Organization Support and Leader member exchange: A social exchange perspective: Academy percentage perspective. *Academy of Management Journal*, 40, 82 – 111.

Youndt M.A., Snell S.A., Dean, Jr. Lepak D.P (1996). Human Resources Management, manufacturing strategy and firm performance, *Academy of Management Review*, vol 39. No 4 pp 836 866.

Zheng W., Sharan K. and Wei J. (2010). New Development of Organizational Commitment: A Critical Review (1960-2009). *African Journal of Business Management*. 4(1), Pp. 12-20.

(2002), *The Public Service Act*. Published by Authority, Tanzania

(2003), *Public Service Regulations*

(2004) *Employment and Labor Relation Act P*

(2005), *Code of Ethics and Conduct for Public Service*

(2006), *Public services Commission: Design and Implementation of human Resources Compliance Inspection System: Unpublished*

(2009) *Tanzania Standing Order*

APPENDIX I

Interview Guide Question

Dear respondents,

My name is **TUNU I KASHOZA** am Master's Degree student From **MZUMBE UNIVERSITY** conducting Research project Title to *“examine Disciplinary Procedures on Employees' Commitment in the Organization the Case of RAS Office Tabora”*. This is an independent academic research and it is not for the government or any other person. All information given will be kept anonymous. Your name will not be shared with any person. The answers provided will be kept private and confidential.

- 1. How many employees had already disciplined?**
- 2. What is the effect of disciplinary procedures on employee commitment?**
- 3. What are the challenges Human Resource faces to institute disciplinary procedures in the organization?**
- 4. What are the disciplinary procedures used to ensure employees commitment in the organization?**

THANK YOU VERY MUCH FOR YOUR COOPERATION

.....

