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WORKPLACE DISCIPLINE AND INDUSTRIAL HARMONY AMONG CONSTRUCTION COMPANIES IN YENAGOA METROPOLITAN CITY OF BAYELSA STATE

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Abstract
This research looked at construction Companies in the Yenagoa metropolitan city of Bayelsa State to see how workplace discipline relates to industrial harmony. Finding out how industrial harmony, a measure of successful communication, relates to workplace discipline (which encompasses preventative and progressive forms of discipline) was the primary goal of the study. The research strategy used in the study was a cross-sectional survey. The study's population consists of 69 managers from 11 different construction firms in Yenagoa, Bayelsa State. It was a census of the whole population. To gather information, a structured questionnaire was utilized. The study was conducted after receiving approval from higher-ups and other management specialists. The intended respondents were given 69 paper copies of the Cronbach Alpha-tested questionnaires. While the bivariate analysis made use of the Spearman Rank Order Correlation Coefficient, the univariate analysis relied on the standard deviation and mean. According to the results, construction firms in the Yenagoa metropolitan area of Bayelsa State benefit greatly from a disciplined work environment that promotes harmony among employees. The study discovered a correlation between industrial harmony and workplace discipline in Yenagoa's construction enterprises. The study's recommendations include the following: managers of construction companies in Yenagoa, Bayelsa State, should work on educating their employees about the importance of discipline in the workplace and the need to prevent deviances in order to foster cooperation; employees who repeatedly commit minor offenses should be demoted to a lower grade in accordance with the conditions of service in order to prevent strike actions; managers should make an effort to understand their employees, inform them of the consequences for both minor and major offenses, and provide them with opportunities to learn and grow from the experience. Also, the study recommends, a proper effective communication in their various companies to drive transparency and inclusivity. Given that an effective communication is 20% knowledge, 80% how you feel about it, and how you convey it so others understand and do what you think

Keywords: Construction Companies, Industrial Harmony, Workplace, Workplace Discipline

Introduction

While doing its job, every company wants peace with its employees. Without harmony, anarchy would follow, which is detrimental for the organization's goals. Maintaining workplace harmony is one of the most complex and demanding jobs for businesses

today. The workplace is in industrial harmony when management and workers work together to achieve goals. It's a mutually advantageous and friendly agreement between employers and employees based on the intimacy of their working relationship. The most important thing is that industrial harmony guarantees a satisfactory standard of living for individuals, which improves the quality of life for organizations and worker productivity. People can chat and solve workplace or employee issues in a quiet environment. Such an environment makes employees happy and loyal. Industrial harmony eliminates conflicts and promotes peace, helping organizations achieve their aims. This study characterized industrial harmony as the absence of strikes, effective communication, and collaboration. Workers in an industry work together to achieve a goal, indicating workplace harmony. Many people learn this skill. We're taught "united we stand, divided we fall" from childhood. It means everyone is happy and healthy at work and works together to achieve company and personal goals. To do anything, they must cease fighting and cooperate (Gilani, 2019). Strikes in the workplace are infrequent or nonexistent. Workers strike when they disagree with the company's rules, salaries, incentives, unfair increments, unjust termination, loss of privileges or concessions, excessive work hours, or inadequate breaks. According to Nwaogu (2012) and Industrial harmony is never isolated, as history shows. Humans rule the workplace. Patrick (2015) states that a company's most valuable asset its people needs careful management. Rationally organized social structures have clear behavior and disciplinary patterns aligned with the organization's objectives. For workplace peace and harmony, employees must be disciplined. Workplace peace and order may require tight policies and procedures. This study defines "workplace discipline" as following policies and procedures. Maintaining workplace peace and harmony requires following all company policies. Considering all factors, this research redefined workplace discipline as preventive, ongoing, and rehabilitative. Supervisors' "preventive discipline" keeps workers focused and away from disruptive behavior. Preventative discipline eliminates wrongdoing, according to Yussif (2021). According to managers, enforcing positive behavior norms is the best way to prevent workplace misconduct. Employees who violate company policies may be disciplined. As Idris and Alegbeleye (2015) noted, corrective discipline punishes wrongdoers and deters future misconduct. To deter such behavior, corrective punishment is usually used. Progressive punishment may be used to inflict harsher procedures or punishments on employees who ignore fair opportunities to resolve issues. Workplace discipline and industrial harmony have been investigated. Onyeizugbe et al. (2018) examined industrial harmony and employee performance in Anambra State food and beverage companies. In 2019, Nduka et al. investigated the relationship between workplace discipline and organizational performance at Abia State Polytechnic. Ndubuisi-Okolo et al. (2022) investigated industrial harmony in the context of anti-deviant behavior among Nigerian professors in the workplace. Patrick (2015) studied the relationship between workplace discipline and organizational efficiency in South-South Nigerian manufacturing organizations. The 2015 study by Juma and Moronge examined how progressive discipline influenced Kenyan workplace efficiency. In particular, BlueJack et al. (2021) examined South-South Nigerian electrical engineering service organizations and how preventative discipline affects workplace relations. Idris and Alegbeleye (2015) examined organizational

success and discipline in the Nigeria Customs Service. In 2012, Okon et al. investigated how union conflicts affect industrial peace at the University of Calabar Teaching Hospital and the Federal Neuro Psychiatric Hospital. In 2016, Sholokwu and Olori studied management practices and workplace harmony in Rivers State's oil and gas industries. In 2014, Nkiinebari studied workplace democracy and industrial harmony at many Port Harcourt manufacturing companies. However, none of those studies examined how Yenagoa, Bayelsa State, construction enterprises handle workplace discipline and industrial harmony.

Statement of the Problem

Construction firms in the Yenagoa metropolitan city of Bayelsa seem to be experiencing an industrial discord of unparalleled proportions. It appears that the lack of cooperation, constant strikes, and poor communication in the workplace are caused by management and worker behaviors that disregard the effectiveness of punishment. Unauthorized absences, fraud, dishonesty, discrimination, document fabrication, property vandalism, sexual harassment, insubordination, truancy, and absenteeism are just a few examples of the severe misconduct that employees are known for engaging in, as well as other forms of workplace indiscipline (Onah, 2009). All of the above points to the need for construction company management to tighten their discipline methods to reduce disruptive behavior and boost team cohesion, output, and efficiency. Also, it's often believed that the hardest thing for a leader to do is to take disciplinary action when someone does something wrong; opinions are often swayed by conflicting personal agendas, even when attempts are made to address the employee's harmful behaviors (Patrick, 2015). Discipline in the workplace, whether preventative, curative, or progressive, is a learning process that can mandate good behavior or wrong behavior that contributes to organizational harmony. Nduka et al., 2019; Onyeizugbe et al., 2018; Patrick, 2015; Juma & Moronge, 2015; BlueJack et al., 2021; Idris & Alegbeleye, 2015; Okon & Confal, 2012; Sholokwu & Olori, 2016; Nkiinebari, 2014). Nonetheless, there appears to be a deficiency of research examining the relationship between workplace discipline and industrial harmony. In light of the foregoing, this research looks at construction firms in the Yenagoa metropolitan city of Bayelsa State with regard to industrial harmony and workplace discipline.

Conceptual Review and Framework

The subheading or section of the study exhaustively discussed related concepts regarding the study variables, dimensions, and measures. The study adopted the dimensions for work-life balance, which include flexible work schedule, and leave policy, from Cieri, Holmes, Abbott, and Pettit (2016). The measures of employee commitment, which include Affective commitment, were adopted from Allen and Meyer (2012).

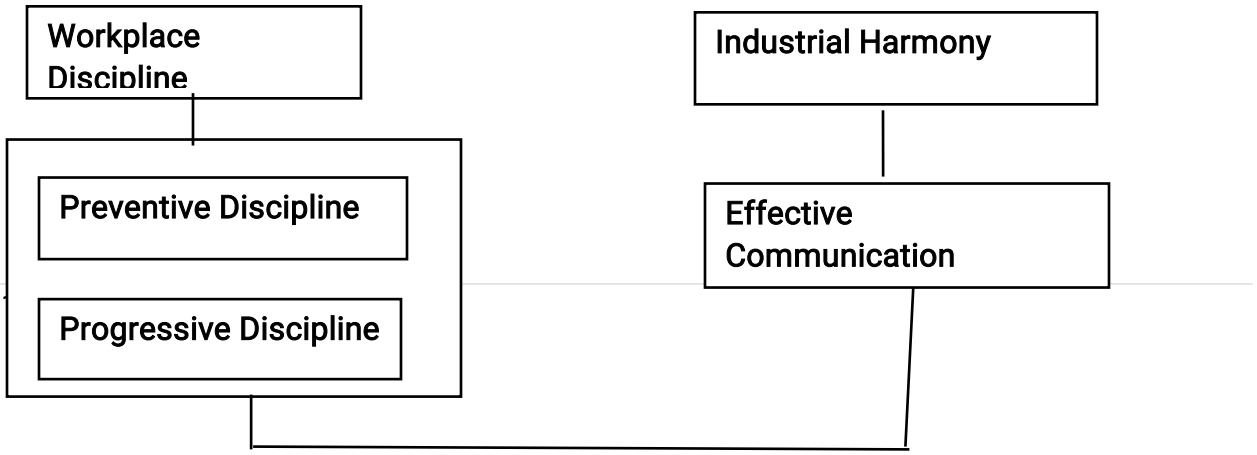


Fig.1.1: Conceptual Framework showing Relationship between Workplace Discipline and Industrial Harmony.
Source: Nduka et al. (2019); Ndubuisi-Okolo et al. (2012); Sholokwu and Olori (2016).

Aim and Objectives of the Study

The construction enterprises in Yenagoa, Bayelsa State, are the focus of this study, which aims to investigate the connection between discipline in the workplace and industrial harmony. Nevertheless, the study's stated goals were to

1. Find out how construction companies in Bayelsa State's Yenagoa metropolitan area address preventative discipline and how well they communicate with one another.
2. Find out how construction enterprises in Bayelsa State's Yenagoa metropolitan area relate to progressive discipline and cooperation.

Research Questions

The following questions will form the basis of the study in consideration of the objectives outlined earlier:

1. In the Yenagoa metropolitan city of Bayelsa State, how does preventative discipline impact the effectiveness of communication among construction companies?
2. In the Yenagoa metropolitan city of Bayelsa State, how does progressive discipline relate to successful communication among construction companies?

Research Hypotheses

The present study aims to test the following theories:

1. Among construction enterprises in the Yenagoa metropolitan city of Bayelsa State, there is no substantial association between preventive discipline and effective communication.
2. In the Yenagoa metropolitan city of Bayelsa State, there is no substantial association between progressive discipline and positive communication among construction enterprises.

Review of Related Literatures

The concept of workplace discipline

There is still no universally accepted policy regarding employee conduct in the workplace. On the other hand, some scholars believe that workplace disciplinary action only serves to instil a sense of fear and disdain in the case that an employee exhibits inappropriate behaviour while on the job. On the other hand, according to some scholars (Nduka et al., 2019; Idris & Alegbeleye, 2015), workplace discipline occurs when employees consistently follow the rules and regulations set out by their employer.

Supervisors implement workplace discipline to address behavioural concerns and ensure compliance with policies. A person or group demonstrates self-control, which is the most fundamental definition of discipline. Disciplined behaviour also includes actions that adhere to established standards. When managers talk about employee discipline, they're referring to the practice of making sure that employees obey the rules that the business has established (Onah, 2009). Discipline, as stated by Knight in Nduka (2019), is behaviour that might be associated with particular directions. Schultz argues in Nduka et al. (2019) that discipline is the force that keeps individuals or groups from violating the rules of an organisation. Displaying one's attributes is the goal of this behaviour. Think about a worker that consistently goes above and beyond in their work and whose efforts contribute to the company's goal. As a result, every business has its own set of "dos and don'ts" that employees must follow. A sort of discipline is just adhering to these rules. Taking all of that into account, the researchers here settled on the definition of workplace discipline as the acceptance of proper behaviours that follow the rules and regulations of the company.

Other definitions include setting an example for group members to follow in line with the group's purpose and goals and implementing measures to prevent employees from breaking the rules. On the other hand, workplace discipline does not imply mechanically following all policies and procedures in order to keep the company system running. It suggests, instead, that employees are to act normally and cooperatively, as any reasonable person would anticipate from an employee. This is now crucial because, as stated by Ajumogobia in Idris and Alegbeleye (2015), the ultimate aim of any business is to increase productivity and profits by making employees happier, which in turn improves industrial harmony. Rules and regulations governing employee behaviour are necessary for this to come to fruition. Anarchy and discontent among employees would result from a lack of these norms, which runs counter to the ideas that inspired the creation of the organisation. Unethical employees have the power to infect their coworkers with immorality (Vonai, 2013).

There are three unique features of discipline in the workplace, as stated by Calhoon in Nduka et al. (2019). First and foremost, self-restraint is the essence of employee discipline. Employee discipline is the deliberate application of self-restraint in accordance with an organisation's established policies and practices for the purpose of achieving those policies' and practices' stated objectives. Secondly, a negative approach is employee discipline. This suggests that discipline encourages some behaviours and deters others, leading individuals to pursue specific goals. Finally, disciplinary action against employees is a form of punishment. This suggests that disciplinary action is taken against workers who disobey or violate the organisation's norms and regulations through punishment. The purpose of disciplinary action is not to make wrongdoers change their ways but rather to make them less likely to act out in the future.

According to Nwosu and Ugwuerua (2015), the goal of disciplinary actions, especially in the workplace, is to reduce misconduct, address employees' mistakes, and discourage similar actions in the future. Apalia (2017) argues that disciplinary measures are necessary to make sure workers follow the rules and meet the expectations of their company. When workers fail to meet expectations, they face disciplinary action. The

employee's actions or their refusal to adhere to established policies and processes might be at the root of the problem. Additionally, subordinates and superiors are expected to respect one another via the implementation of workplace discipline. Employees may lose motivation or experience misunderstandings as a result of poorly implemented disciplinary measures. However, if punishment is done properly, it may improve behaviour, reduce misbehaviour, and create a positive working relationship between employers and workers. Discipline in the workplace raises morale, which in turn increases efficiency and output on the job. Nwosu and Ugwuerua (2015) emphasised that employees who are still undergoing on-the-job training should not be subject to discipline for poor performance, even though such discipline should be imposed. According to Beidan in Nduka et al. (2019), it is unfair for employees to be punished for results that are beyond their control.

Employee disobedience can stem from a variety of sources, including but not limited to ineffective communication between management and staff, inadequate pay, and ineffective leadership (Onah, 2009). Nonetheless, improper management practices, a lack of effective leadership, inadequate supervision (which in turn causes indiscipline), a communication gap, a failure to adequately address staff grievances, an absence of rules and regulations, bad working conditions, discrimination, and a divide-and-rule policy are all significant contributors to workplace indiscipline. For example, there are instances when management engages in unfair and inappropriate practices, such as offering low wages and benefits, failing to address employees' concerns and demands, paying wages and salaries late, and showing favouritism in promotion decisions. Indiscipline is the outcome of these improper management techniques. If managers are unable to motivate and regulate employee actions to meet accepted standards, ineffective leadership might result in indiscipline. Moreover, without a system to motivate them to follow the rules, employees would have an opportunity to misbehave under inadequate monitoring (Onah, 2009; Ndua et al., 2019).

Lack of proper oversight leads to disobedience. Every employee, regardless of rank or position, has the right to be treated fairly and with dignity, to speak their mind, to do their part to advance the company, to have opportunities for professional development, and to be treated with respect. Workers would become dissatisfied with their jobs and more likely to act out if their rights were violated. It is much more important for subordinates to be able to freely communicate with their superiors and vice versa for there to be efficient communication. Managers need to listen to their employees in order to gauge how they're feeling and relay information to those working lower on the totem pole. Discipline may arise as a result of a lack of dialogue between supervisors and workers. Employees are frustrated because their issues are not being addressed. Management ought to respond promptly to employee complaints. Declining work performance, decreased dedication, industrial. Conflicts and staff indiscipline are all outcomes of ignoring staff issues. Employees are free to act any way they choose when there are no rules and regulations in place to distinguish between acceptable and undesirable conduct on the job. Staff indiscipline is common when clear norms and procedures are not in place. Poor and unproductive work environments encourage employees to act out (Onah, 2009; Nduka et al., 2019). In contrast, indiscipline is a direct outcome of discrimination based on gender, religion, education, and nepotism in

matters of hiring, promotion, and transfer. The development of a company is stunted when a policy of "divide and rule" is used because it causes animosity, confusion, and discord among workers.

Management of organisations are expected to delineate and enshrine disciplinary actions utilised in workplaces so as to guide behaviour and work processes. Among others, disciplinary actions include verbal warnings, written reprimands, reassignment, suspension, demotion, de-hiring and dismissal (Ignatius & Ruliyanto, 2017; Nwosu & Ugwuerua, 2015). A specific disciplinary action should be clearly identified as affecting all workers. A company's performance expectations and the regulations that workers must follow should be laid out by the company itself (Muhammad, 2013). Thus, discipline in the workplace is often required. Conflicts and staff indiscipline are all outcomes of ignoring staff issues. Employees are free to act any way they choose when there are no rules and regulations in place to distinguish between acceptable and undesirable conduct on the job. Staff indiscipline is common when clear norms and procedures are not in place. Poor and unproductive work environments encourage employees to act out (Onah, 2009; Nduka et al., 2019). In contrast, indiscipline is a direct outcome of discrimination based on gender, religion, education, and nepotism in matters of hiring, promotion, and transfer. The development of a company is stunted when a policy of "divide and rule" is used because it causes animosity, confusion, and discord among workers.

Preventive Discipline

Management employs preventive discipline when they want to keep employees focused on doing their jobs well and not get into any mischief. Yussif (2021) states that, rather than responding to misconduct after the fact, preventive discipline aims to eradicate it altogether. The conventional wisdom among managers holds that enforcing positive behavioural standards for employees is the surest approach to keep them from acting inappropriately on the job. Such disciplinary measures are put in place to ensure that employees adhere to the rules and regulations of a company (Nduka et al., 2019). The primary objective of preventative discipline is to discourage employees from violating the policies and procedures of an organisation. The goal of instituting preventative discipline is to reduce instances of indiscipline by making workers think twice before breaking the rules. Since the manager is responsible for leading the team and discouraging others from breaking company policy, he must be involved in this process because it is preemptive in nature. So, it's up to management to make sure workers don't stray from the established procedures of the business.

Nevertheless, the primary goal of implementing preventive disciplinary procedures is to ensure that organisational disciplinary norms are not violated or departed from in any way. Managers of organisations should define the "dos and don'ts" of their organisations clearly and concisely, without leaving room for interpretation. Thus, it is somewhat clear that the purpose of organisational rules and regulations in preventive disciplinary procedures is to educate and counsel employees, and that this is the best way to achieve the desired level of cooperation and reasonably accepted behaviour (Gabriel & Zeb-Obipi, 2019). As a kind of positive discipline, it works best in a team setting when the supervisor and employee work together to address instances of

carelessness. Rather than reprimanding the employee, management brings attention to the misconduct and expects the person to assume responsibility for fixing the misconduct and improving performance. Preventive discipline is an effective method for reducing instances of employees behaving erratically or confusedly. It is a tool for managing staff behaviour that promotes following procedures and regulations that are vital to the success of a company. Lack of preventative discipline among workers is likely to lead to a decrease in workplace productivity. Their current assignment is incomplete, and they have not achieved their aims. This causes them to lose even more interest, which in turn causes the team's overall performance to decline (Odhong & Omolo, 2014). The use of preventative discipline in the workplace promotes a positive work environment where employees are motivated to maintain healthy habits and contribute to the organisation's objectives. The development and implementation of fair disciplinary policies is a critical responsibility of human resource managers.

Additionally, employee performance is directly impacted by organisational morale. A more favourable work environment minimises absenteeism and tardiness. Workers are more inclined to bring up problems and get them fixed quickly when they trust their peers. Thus, when everyone adheres to the norms and regulations that have been clearly communicated, the team works better, the firm makes more money, and industrial harmony is enhanced. More significantly, consumers benefit when companies follow the law. The first advantage is doing business with a company whose employees are cheerful and easygoing. Second, while they are on the clock for the company, employees feel protected and secure. Both contribute to customer satisfaction, which in turn leads to loyalty (Onabanjo & Chidi, 2018). With fewer complaints comes less work for the support team, which in turn leads to higher company morale and lower maintenance expenses. Product returns are reduced and profitability is increased due to the monetary penalty for returns, restocking, and dealing with unhappy customers (Kimberlee, 2018). Cutting down on these costs can improve overall performance and harmony in the industry.

Progressive Discipline

The purpose of progressive punishment is to apply increasingly severe processes or consequences to an employee after they have been given multiple opportunities to resolve an issue but have failed to do so. Good progressive discipline is based on the principle of using the least severe action you believe is necessary to repair the unpleasant scenario. The goal of progressive discipline is to give a worker a chance to fix their problems before punishing them more severely. Therefore, the penalty is increased for successive offences. The objective is to create and maintain a workforce that is efficient and quick to respond. Under this form of discipline, severe punishments are meted out to those who consistently display undesirable behaviour. When an employee commits the same violation multiple times, the severity of punishments increases (Nduka et al., 2019). Progressive disciplinary processes are measures implemented against those who do not conform or who violate the rules (Jamodu, 2012). The severity of a penalty is directly related to the nature and frequency of the offence. Managers typically use the following procedures to achieve this goal: an informal oral warning for minor infractions; an initial formal written warning for similar

infractions; a second and final official written warning with the threat of a temporary suspension, demotion, transfer, or suspension; a last chance notification for similar infractions; and, in extreme cases, termination or dismissal.

The primary objective of progressive discipline is to assist the employee in recognising when there is a performance issue or an opportunity to improve. This strategy is based on the work of Mullins in Juma and Moronge (2015), who described it as a way to address employee actions that fail to meet specified goals. More formalised feedback attempts are part of the process to assist the employee in resolving the issue. Progressive discipline aims to increase productivity. Progressive discipline is a method to assist employees to overcome performance challenges and satisfy work objectives; it is not a form of punishment. The most effective forms of discipline are those that assist individuals in growing into contributing members of the team. If that fails, the corporation can use progressive discipline to terminate the employee's employment if they continue to fail to meet expectations. Workers are understandably anxious when their manager suggests a verbal warning as the final step before formal disciplinary action is taken.

In the face of more severe disciplinary actions, managers begin to doubt their own abilities. The employee must be kept informed and held accountable at all times for the disciplinary action system to be effective. Many managers dislike discipline in the workplace. Few things make managers feel worse than taking part in firing people. Managers should not waste time on menial duties but rather engage in goal setting, progress evaluations, and resolving issues that employees face on the job (Juma & Moronge, 2015).

Effective Communication

Organisational harmony can be found, in part, through the practice of good communication, which entails sharing information in a manner that is both understandable and beneficial to the receiver. When communication is fruitful, it helps all parties involved (Coursera, 2022). Clearly, communication is foundational to all social institutions since it cultivates an environment of trust, harmony, and competence. Management is based on communication, which is essential and crucial, and it motivates workers to work harder and promotes effective management practices. Remember that good communication within a group allows for more meaningful connections and the exchange of ideas and information. It is crucial to keep lines of communication open and to coordinate administrative tasks. In order to foster understanding inside an organisation, Administrators, in his opinion, should make it a point to comprehend each other as well as everyone else working for the organisation. Keeping a commitment to transparency allows for better understanding of the organisation's administration. It is the responsibility of management to keep employees informed on matters such as compensation, safety, processes for resolving conflicts and disputes, staff development and training, and other related matters. Poor communication in the labour-management interaction is the root cause of many employee concerns, according to Vaid (2003). Improving one's abilities to resolve conflicts and solve problems is another benefit.

On the other hand, the study employed upward and downward communication as

markers of successful communication. By engaging in upward communication, lower-level employees are able to voice their concerns, make suggestions, or get feedback about the company's day-to-day operations from higher-ups. Companies are realising the importance of upward communication in fostering a collaborative work environment. Decisions that benefit workers are more likely to come from companies that encourage upward communication (Indeed Editorial Team, 2022). According to Okere (2013), Stephen and Timothy (2007), and others, upward communication conveys signals that include recommendations for how tasks may be executed, comments from workers regarding the company's plans and policies, and clarifications of instructions and directions. Comments and objections to plans, directions, or orders by employees are also considered components of upward communication, according to the authors. It allows the company to gauge employee sentiment through a feedback loop. If fostered, it has the potential to boost morale and confidence among workers, which in turn can improve productivity. The organisational an asset for managers and team builders on the job. It helps the company expand faster and keep more of its staff. Enhanced invention and creativity are much more advantageous to it. Strong relationships are also formed, which in turn bring additional chances to you or your organisation. In addition, when employees are able to express themselves clearly, it strengthens the bonds that already exist among them. It fosters new relationships built on honesty and openness. Improving one's abilities to resolve conflicts and solve problems is another benefit.

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Climate is heavily impacted by upper management; therefore, for upward communication to be effective, subordinates must feel comfortable communicating. The two main forms of downward communication that Okere (2013) uncovered were spoken and written communications. Instructions, speeches, meetings, telephones, loudspeakers, and even the grapevine are all examples of oral messaging. Company newspapers, bulletin boards, policies, declarations, and procedures are all examples of written downward communication. Other examples include memorandums, letters, handbooks, and booklets.

Relationship between Preventive Discipline and Industrial Harmony

Organisations must prioritise workplace wellness if they want to foster peace while doing business. As we consider preventive disciplinary measures in the workplace, we can determine whether there is harmony. Managers often take or outline actions to discourage undesirable behaviours in the workplace. Calm returns to the workplace, bringing with it a return to cooperation, the lack of strikes, and more effective communication. When preventative discipline is implemented, workers are more inclined to willingly follow both written and unwritten rules and regulations. This results in improved cooperation among employees in the workplace. Organisational

expectations, communication, performance standards, hours worked, and general employee conduct are just a few of the many concerns that might fall under the umbrella of workplace discipline (Abah and Gberevbie in BlueJack et al., 2021). Establishing and implementing these will lead to an increase in workplace harmony.

On a similar note, Onabanjo and Chidi (2018) state that the majority of employers in various industries follow the unitary perspective of organisations. This theory says that only bosses have authority in the workplace, so employees should be obedient and loyal. They also think management can do as they please and that dissenters are irrational. Rather than a systemic issue, disagreements are more often attributed to misunderstandings or differences in personality. Discord, shown as less collaboration, strikes, and poor communication, ensues when steps aren't taken to resolve this. Therefore, industrial harmony in terms of cooperation, absence of a strike, and effective communication can be achieved through increased preventive discipline, which will raise workers' awareness and orientation and make employees aware of what is expected of them in terms of discipline and workplace behaviour, particularly when they join the organisation (BlueJack, 2021).

Progressive Discipline and Industrial Harmony

Businesses are increasingly required to address social, ethical, and environmental concerns in alignment with international standards and expectations, more so than in the past two decades. This influences the expectations and quality of the procedures and methods employed to address challenges. It has been posited that for businesses to maintain competitiveness globally, the implementation of contemporary human resource management strategies that enhance performance is essential. Professionals and scholars have noted that an organization's approach to people management can influence its success (Peters in Juma & Moronge, 2015). To implement progressive discipline, organisational management must follow specific principles. Discipline should be defined and progressively implemented. Furthermore, it is essential to caution against the repercussions of consistently issuing threats of disciplinary action without actual implementation. Third, management should refrain from issuing excessive warnings. Progressive discipline is inappropriate in cases where substantial evidence of serious misconduct has made the employment relationship untenable (Ignatius & Ruliyanto, 2017; Patrick, 2015). Consequently, adhering to the same principles results in improved communication, reduced strikes, and enhanced collaboration in the workplace. Many large corporations implement progressive discipline, even if they do not consistently use the term. Positive discipline programs, performance development plans, corrective action processes, and similar initiatives may vary in specifics, but they fundamentally share the same core concept. The fundamental principle is that the disciplinary measures implemented by the employer must be reasonable and proportionate to the employee's conduct (Guerin, 2021). Management can enhance workplace harmony and realign individuals through incremental disciplinary measures. Progressive discipline enables managers to address and rectify employee behaviour promptly upon the emergence of issues. Progressive discipline enhances communication effectiveness and harmony between management and staff. Progressive discipline serves as a prevalent approach for managers aiming to enhance

employee performance and productivity (Kimberlee, 2018; Guerin, 2021; Ndubuisi-Okolo et al., 2022). Progressive discipline enhances morale and retention by demonstrating that poor actions yield consequences while positive actions result in incentives. The implementation of progressive punishment enhances system harmony by fostering consistency and fairness in the management of employee issues. The termination of employment for personnel who are unable or unwilling to adapt to prevent systemic discord is also outlined as fair and legally defensible.

Theoretical Framework

Bureaucratic Management Theory

The theory put forward by Max Weber of bureaucratic management is the bedrock of this study. Nduka et al. (2019) reference Weber's view that bureaucracy remains the optimal approach to managing organisations. Since bureaucracy ensures that all employees are treated equitably and that their workloads are distributed correctly, it argues that it is the superior management style. According to the view, bureaucracy is necessary for large organisations with highly organised and methodical work processes. Opportunities for growth in a bureaucratic environment are based on workers' abilities. According to Patrick (2015), there are three main principles of bureaucratic management theory. Firstly, in a bureaucratic workplace, everything is officially sanctioned. Secondly, management has the power to make rules and regulations. Lastly, following the established procedures is the key to following the rules. Keep in mind that bureaucracy is essential to every company's strategy development and that bureaucratic management's stated goal is to improve management and productivity within the company. Bureaucracy is the finest way to manage and administer an institution.

The organisation must strictly adhere to all its processes and procedures. When management strictly enforces rules, workers' mindsets and actions become more uniform, and they collaborate more effectively. The current state of the field is profoundly affected by the concept of bureaucratic management. Remember that management has the final say when it comes to disciplinary actions and policies in the company. These disciplines are ensured by the management's established processes. However, morale and output both increase when management handles disruptive workers appropriately. In bureaucratic administration, disciplinary procedures are well-managed and linked to hierarchical power, formal selection, rules and norms, career emphasis, and impersonal concerns. Signs of increased industrial harmony include cooperation, the absence of strikes, and effective communication. This can be achieved when employees are disciplined by a well-organised bureaucracy. Clear, constant, and exact discipline is required in the workplace. It is anticipated that employees are knowledgeable of their responsibilities in order to maintain decorum and foster industrial harmony (Nduka et al., 2019). Organisational processes and procedures followed out in accordance with the established discipline typically lead to workplace harmony and peace. In order to promote industrial harmony, management's disciplinary actions are designed to ensure that workers behave consistently and enhance their coordination skills.

Empirical Review

In the Food and Beverage Firms of Anambra State, Onyeizugbe et al. (2018) looked into the relationship between workplace harmony and employee performance. The study employed a survey research approach based on correlations. Three hundred and ninety-plus workers from five different beverage and food companies in Anambra State were surveyed for this study, which used Pearson product moment correlation to assess the data. Employee engagement positively correlates with joint consultation, while improved levels of staff performance significantly correlate with industrial democracy. Industrial harmony was determined to be a significant component in staff performance by many food and beverage enterprises in Anambra State, according to the research.

Nduka et al. (2019) investigated the effects of workplace discipline on the effectiveness of Abia State Polytechnic, Aba. The study employed a survey research strategy. The study's sample consisted of 250 employees drawn at random from Abia State Polytechnic in Aba, Abia State. A structured questionnaire was used to collect information from the chosen officers. The use of descriptive statistics and the Pearson product-moment correlation coefficient was employed for data analysis. Workers' lack of discipline at Abia State Polytechnic is mostly due to unfair management practices, lax supervision, and favouritism in key decisions. The most commonly used disciplinary methods for dealing with indiscipline are termination, question letters, and oral reprimands, according to the research. Furthermore, it was found that the most effective ways of implementing discipline in Abia include listening to employees' complaints and issues, having leaders who are responsive and sound, and penalizing offenders with fines and penalties.

BlueJack et al. (2021) examined the relationship between preventative discipline and the industrial relations climate in electrical engineering service businesses in South-South Nigeria. A total of 144 employees from the organisations participated in this cross-sectional survey, which collected data through a well-structured questionnaire. The instruments of the study were assessed for reliability through the Cronbach alpha coefficient. During the hypothesis test, a statistically significant negative correlation was found between preventative discipline and an adversarial climate in industrial relations. Prevention discipline is associated with a positive work environment that is characterised by robust industrial interactions. The implementation of preventative disciplinary measures significantly reduces the hostile work environment. The implementation of preventative discipline measures significantly enhances the environment of cooperative industrial relations.

Uzoamaka et al. (2022) examined industrial harmony as a solution to deviant workplace behaviour among lecturers in Nigeria. This study investigates the impact of collective bargaining variables on deviant production behaviour among teaching personnel in higher education institutions in Nigeria. It employs descriptive and inferential statistical tools, using a sample of 290 participants from purposefully selected universities in Nigeria. The study's findings indicated that all variables wages, safety and health, management rights, working conditions, and fringe benefits demonstrated a significant impact on workplace misbehaviour among lecturers in tertiary institutions in Nigeria.

Study Design

The researchers will employ a cross-sectional survey methodology for this examination. This design was deemed most relevant and suitable for the study since it encompassed the research conducted simultaneously across numerous construction firms in the metropolitan city of Yenagoa, Bayelsa State. It also includes evaluating explanatory hypothesis testing, which is also a part of it.

Methods for Sampling and Sample Size

Since the population is small, the study is classified as a census study, and all 69 managers from 11 different construction companies were included without sampling. There were 69 participants in the study. To ensure that only managers of staff jobs were chosen to fill out the questionnaire, a purposeful sampling strategy was used during distribution.

Data Analysis and Results

Univariate Analysis

Table 1.1: Items and Scores on Preventive Discipline

S/N	Preventive Discipline	VGE	GE	ME	LE	Mean	Std
1	In my organization there is shared understanding between employees and managers over appropriate behaviours	4 22	3 17	2 14	1 5	2.5702	3040
2	of their work behaviour and giving them the to learn and adjust	26	12	12	8	2.6154	2592
3	Penalties for minor and major offences are posted at strategic points to remind employees	25	18	11	4	2.4037	.2071
4	In my organization employees are regularly counselled on organizational custom and practice to prevent future disciplinary risk In this organization, fines for minor and major offences are written in the organizational handbook to prevent intending violations	30	14	8	6	2.2242	.2189

Table 1.1 shows the total number of responses for each option. Question 1 of the evaluation sought opinions on the extent to which they believed supervisors and workers grasped the concept of appropriate behaviour. In terms of how often it occurs,

22 respondents rated it as extremely common, 17 as very common, 14 as moderately common, and 5 as very uncommon. As a result, most people think that managers and employees generally agree on what is considered appropriate behaviour. The responses are summarised here according to the SPSS table:

Table 1.2: Descriptive Statistics of Preventive Discipline

	N	Min	Max	Mean	Std.Dev
PD 1	58	1.00	4.00	2.5702	. .3040
PD 2	58	1.00	4.00	2.6154	.2592
PD 3	58	1.00	4.00	2.4037	2071
PD 4	58	1.00	4.00	2.2242	.2189
Valid N (likewise)	58				

Source: Survey Data, 2025.

Table 1.2 indicates mean scores of 2.2 or higher across all response items. This indicates that respondents largely reported a shared understanding between employees and managers regarding appropriate behaviours. They also noted that penalties for both minor and major offences are prominently displayed to remind employees of expected work behaviour, providing them with opportunities to learn and adjust. Additionally, it was indicated that employees receive regular counselling on organisational customs and practices to mitigate future disciplinary risks. Respondents indicated that the organisational handbook includes fines for both minor and major offences to deter potential violations.

Table 1.3: Items and Scores on Progressive Discipline

S/N	Progressive Discipline	VGE 4	GE 3	ME 2	LE 1	Total
1	In this organization non-conformist and violators to work rules are usually warned verbally	19	14	13	12	58
2	In this organization when violators fail to comply with verbal warning, written warning is meted on the employee	27	18	8	5	58
3	Failure to comply with final warning further attract a threat of suspension	21	15	15	7	58
4	In this organization an erring employee may be dismissed with or without pay depending on the offence when referred to labour court, pending enquiry	30	13	9	6	58

Source: Survey Data, 2025

Table 1.3 presents the distribution of choices among the available alternatives. In item 2 of the assessment, respondents were asked to evaluate the frequency of written warnings issued to employees who fail to adhere to verbal warnings. Eighteen respondents indicated that this behaviour occurs to a moderate degree, five reported a low level of occurrence, and twenty-seven stated that it occurs to a very significant extent. Consequently, it is commonly understood that noncompliance with verbal warnings by employees at this company results in significant repercussions, specifically in the form of written warnings. The SPSS table provides a detailed summary of the responses in this document.

Table 1.4: Descriptive Statistics of Progressive Discipline

	N	Min	Max	Mean	Std.Dev
PDi 1	58	1.00	4.00	2.5620	.3099
PDi 2	58	1.00	4.00	2.9163	.3660
PDi 3	58	1.00	4.00	2.8953	.3813
PDi 4	58	1.00	4.00	2.9205	.3226
Valid	N 58				

(likewise)

Source: SPSS Data Output, 2025

Table 1.4 indicates mean scores exceeding 2.5 across all response items. This suggests that respondents indicate that non-conformists and violators of work rules are typically given verbal warnings. It was also indicated that when violators do not adhere to verbal warnings, a written warning is issued to the employee. Furthermore, it was indicated that non-compliance with the final warning may result in the potential for employee suspension. Respondents indicated that an employee may be dismissed with or without pay depending on the offence when referred to a labour court for a pending inquiry.

Table 1.5: Items and Scores on effective Communication

	N	Min	Max	Mean	Std.Dev
PDi 1	58	1.00	4.00	2.5620	.3099
PDi 2	58	1.00	4.00	2.9163	.3660
PDi 3	58	1.00	4.00	2.8953	.3813
PDi 4	58	1.00	4.00	2.9205	.3226
Valid	N 58				

In Table 1.5, you can observe the total number of people who selected each choice. Item 4 of the assessment asked participants to rate their agreement or disagreement with the statement that "chaos, distrust, suspicion, and conflict" could result when management either refuses to divulge information or does it unwillingly. A total of 25 people (very high), 15 people (good), 10 people (moderate), and 8 people (poor) agree with this statement. It follows that when management withholds information or gives it reluctantly, a great deal of tension, mistrust, suspicion, uncertainty, or crisis may ensue, as per popular opinion. According to the SPSS table, below is a rundown of the responses:

Table 1.6: Descriptive Statistics of Effective Communication

	N	Min	Max	Mean	Std.Dev
EC1	58	1.00	4.00	.5125	. .3251
EC 2	58	1.00	4.00	2.6171	.3102
EC 3	58	1.00	4.00	2.5288	.3315
EC 4	58	1.00	4.00	2.6212	.3401
Valid (likewise)	N 58				

Source: Survey Data, 2025.

Table 1.6 shows that all items have a minimum score requirement of 2.5 or higher. The respondents stated that in order to enhance the company's operations and performance, employees communicate information, perspectives, ideas, and statistics. According to them, when communication is successful, everyone involved is happy. Additionally, they stressed the need for communication in encouraging productive management practices and boosting employee output.

Bivariate Analysis

The four hypotheses that were investigated using bivariate analysis were as follows: preventative discipline, curative discipline, progressive discipline, and their variants, each of which has an impact on industrial harmony. To determine if this study was statistically significant, we established a confidence interval at the 0.05 level.

Preventive Discipline and Industrial Harmony

Ho1: There is no significant relationship between preventive discipline and effective communication among construction companies in the metropolitan city of Yenagoa,

Bayelsa State.

Ho2: There is no significant relationship between progressive discipline and effective communication among construction companies in the metropolitan city of Yenagoa, Bayelsa State.

Table 1.7 Correlations between Preventive Discipline and Industrial Harmony Correlation

			Preventive Discipline	Effective Communication
Spearman's rho	Preventive Discipline	Cor. Coef	1.000	.452**
		Sig.	.000	.00
	Effective Communication	Cor. Coef	.452**	1000
		Sig	.000	.000
		N	58	.58

**. Correlationis significant at the 0.01 level (2-taild).

Source: SPSS Output, 2025

As seen in column two of table 1.7, the hypothesis linking preventative discipline and collaboration has an alpha level of 0.05, which is smaller than the r-value of 0.452 at 0.00. The researchers reject the null hypothesis (H0) that construction firms in Yenagoa do not show a significant correlation between preventative discipline and effective communication, and they accept the alternative hypothesis (H1) because the significance value is below 0.05. This shows Yenagoa building companies' excellent communication. The hypothesis on preventative discipline and effective communication has an r-value of 0.452 at a significance level of 0.00 (column four of table 1.7), below the alpha level of 0.05. In addition, Table 1.7 shows a 0.500 r-value. We accept the alternative hypothesis (A) that progressive discipline and effective communication in Yenagoa's construction firms are strongly correlated because the significance value is 0.00, below the alpha level of 0.05. Yenagoa's construction enterprises enhance discipline through effective communication.

Discussion of Findings

Preventive Discipline and Industrial Harmony

Table 1.7 shows the hypothesis that preventive discipline is linked to industrial harmony (effective communication) in the metropolitan city of Yenagoa, Bayelsa State, construction enterprises. The findings support Nduka et al. (2019), Bluelack (2021), Patrick (2015), and Ndubuisi-Okolo (2022). These suggest that businesses that want to work together must prevent workplace illnesses. Organisational preventative discipline can assess industrial harmony. Managers who avoid employee misbehaviour promote workplace cooperation, reduce strike risks, and improve communication. Preventive discipline boosts morale and cooperation, encouraging employees to follow written and unwritten norms and promote industrial harmony. According to Abab and Gberevbie in Bluejack et al. (2022), workplace discipline includes the working environment, communication, performance expectations, organisational regulations, and worker behaviour. Implementing and specifying these procedures will improve workplace peace. Onabanjo and Chidi (2018) state that in most industries, employers view their organisations as a single entity. This view holds that bosses have sole authority in the workplace and that employees must obey them. They say management's prerogative is valid and opposition is unreasonable. People generally view conflict as rare and ascribe it to communication or personality conflicts rather than structural concerns. Not addressing this issue leads to disharmony, which includes strikes, limited cooperation, and poor communication. Preventive discipline can improve industrial harmony, which involves cooperation, no strikes, and effective communication. Such behaviour will increase workers' knowledge and orientation, ensuring they grasp discipline and workplace conduct requirements, especially upon joining the company (BlueJack, 2022).

Progressive Discipline and Industrial Harmony

Table 1.7 presents the findings from the tests for hypotheses 2, 8, and 9, demonstrating that construction enterprises in Yenagoa, Bayelsa State, achieve industrial harmony, characterised by effective communication through the implementation of progressive discipline. The findings are consistent with the views of Juma and Moronge (2015), Nduka et al. (2019), Patrick (2015), and Idris and Alegbeleye (2015). Consequently, businesses currently face greater pressure than in the past two decades to consider social, ethical, and environmental impacts. This influences the expectations and quality of the procedures and methods employed to address difficulties. It has been suggested that for businesses to maintain competitiveness in the global market, the implementation of contemporary human resource management strategies that enhance performance is essential. Professionals and scholars have noted that an organisation's approach to people management can influence its success (Peters, Juma, & Moronge, 2015). To implement progressive discipline, organisational management must follow specific principles. Discipline should be defined and progressively implemented. Furthermore, it is essential to caution against the repercussions of consistently issuing threats of disciplinary action without actual implementation. Third, management should refrain from issuing excessive warnings. Progressive discipline is inappropriate in cases where substantial evidence of serious misconduct has made the employment relationship untenable (Ignatius & Ruliyanto, 2017; Patrick, 2015). Consequently,

adhering to these principles fosters improved communication, reduces strikes, and enhances collaboration in the workplace. Many large corporations implement progressive discipline, even if they do not consistently use the term. Positive discipline programmes, performance development plans, corrective action processes, and similar initiatives may vary in specifics, but they fundamentally share the same core concept. The business's response to an employee's misconduct must be reasonable and proportionate (Guerin, 2022).

In summary, this study examined construction firms in Yenagoa, Bayelsa State, focusing on the relationship between workplace discipline and industrial harmony. The first chapter presents the study's rationale, problem statement, conceptual framework, objectives, research questions, hypotheses, scope, significance, and operational definitions of terms. Specifically, it outlines the predictor, criterion, and moderating variables, along with nine objectives, questions, hypotheses, scope elements, and significance points. The analyses of data yielded the following findings:

i. A significant relationship exists between preventive discipline and effective communication within construction companies in the metropolitan city of Yenagoa, Bayelsa State.
ii. A significant relationship exists between progressive discipline and effective communication within construction companies in the metropolitan city of Yenagoa, Bayelsa State.

CONCLUSION

According to the study's empirical conclusions, industrial harmony (cooperation, absence of strike, and positive communication) is substantially correlated with measures of progressive, curative, and preventive discipline in Yenagoa's construction enterprises. The Discipline in the Workplace and Industrial Harmony thesis explores important management and organisational behaviour factors that have a major impact on a company's efficiency, productivity, and success as a whole. Workplace discipline has been found to have a significant impact on employee conduct, productivity, and company pride. Organisations can foster self-control among workers, thereby increasing productivity and reducing problems. Studies have shown that industrial harmony positively impacts employee interactions, conflict reduction, and teamwork. Organisations may foster a positive work atmosphere where people feel valued, supported, and driven to make their best efforts by prioritising communication, faithfulness, and mutual respect.

RECOMMENDATION

Upon reviewing the facts and conclusions, the following suggestions were put forth:

1. Managers at Yenagoa's construction enterprises should make an effort to educate their staff on the importance of organization-wide discipline and preventing deviations when trying to foster teamwork.
2. Managers in Yenagoa's construction enterprises should do more than just inform their employees; they should also advise them and encourage open and honest communication to foster a culture of discipline and workplace harmony.

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