

**ASSESSMENT OF THE EFFECT OF DISCIPLINARY PROCEDURES ON
EMPLOYEE PUNCTUALITY AND PERFORMANCE AT ANGLOGOLD**

ASHANTI, OBUASI MINE

by

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DECLARATION

I hereby declare that this submission is my own work towards the Master of Business Administration (Human Resource Management Option) and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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DEDICATION

I gladly dedicate this thesis to my late uncle, Mr. ApoenyeAnogolah, whose initiative, ideals, training and principles that have taken me to this level of my education. I also dedicate it to my wife, Rejoyce Wedaga and my children, Beatrice Wedaga, Vera Ateweh Wedaga, AnnegretWedam Wedaga, MacrinaWepiah Wedaga and Evans Abagye Wedaga.

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ABSTRACT

The purpose of the research was to critically explore the effect of disciplinary procedures on employee punctuality and performance at AngloGold Ashanti (AGA), Obuasi Mine. The methodology in terms of data collection involved mainly the use of questionnaires. In all, 211 self-administered questionnaires were sent out to employees in the Mining, Processing and Human Resource divisions. Out of this number, 126 questionnaires were given to respondents in the Mining division, 65 to respondents in the Processing division whilst the remaining 20 were also given to employees in the Human resource division. A total number of 179 questionnaires were received from respondents. Out of the 179 received, 170 were valid for the analysis. These 170 responses were analysed using Microsoft Excel and the final results then presented in tables, bar graphs and pie charts. The study revealed that employees have knowledge of disciplinary procedures in AGA and how they can transform employees positively to fit into the working environment. Other findings indicated that the impact of disciplinary procedures on punctuality and performance is positive. Though effectiveness of the disciplinary procedure is high, there are challenges such as inability of management to educate workers on disciplinary procedures, inconsistency in the application of disciplinary procedures and above all unnecessary interruptions by the union. It is upon the basis of the above findings that the researcher recommends that the company should educate workers on disciplinary procedures and other work related matters.

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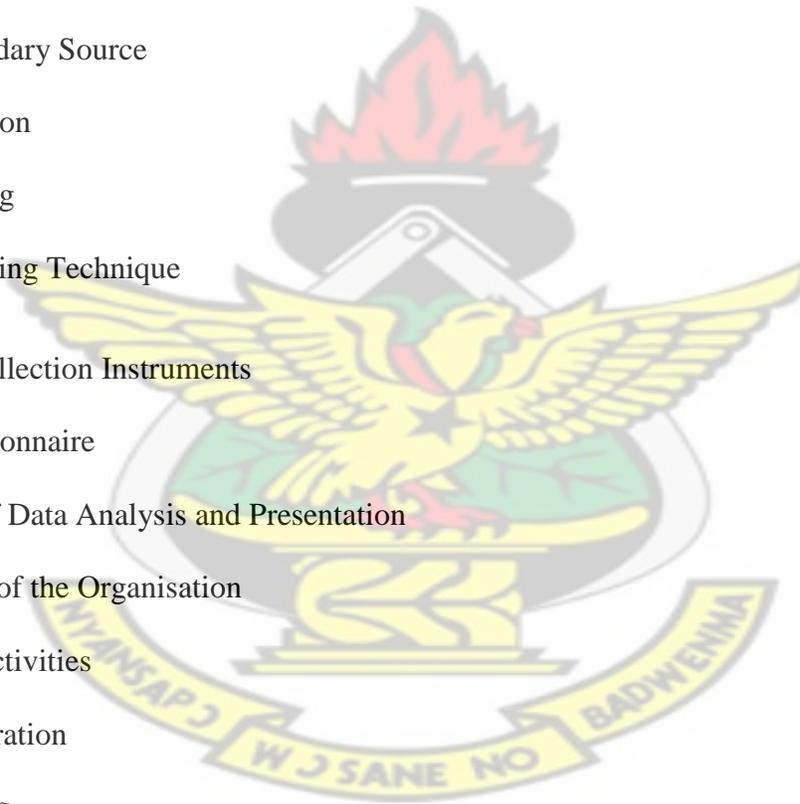
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CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Lateness, tardiness and indiscipline of employees have always been a problem for employers from time immemorial. Against this background, no organisation can succeed in achieving its set goals and objectives without using disciplinary procedures to curb such an unwanted behaviour.

In its most general sense, discipline refers to systematic instructions given to a person or an employee either to do or not to do something. Usually, the phrase 'to discipline' carries a negative connotation. This is because it is an enforcement of an order by ensuring that instructions are carried out. It is the instant willingness and obedience to all orders, respect for authority, self-reliance and teamwork - *United States Marine Corps* "Discipline is the ability to do the right thing even when no one is watching or suffer the consequences of guilt which produces pain in our bodies, through pain comes discipline." --United States Marine Corps.

To discipline means to instruct a person to follow a particular code of conduct or order. For instance, in the field of child development, discipline refers to methods of modelling characters and of teaching self-control and acceptable behaviour e.g. teaching a child to wash her/his hands before meals). Here, 'washing hands before meals' is a particular pattern of behaviour, and the child is being disciplined to adopt that pattern.

However, usually the phrase 'to discipline' carries a negative connotation. This is because of the need to maintain order by ensuring that instructions are carried out. Order is often regulated through punishment, sometimes refers to as disciplinary action.

To be disciplined is then, subject to context, either a virtue (the ability to follow instructions well) or a euphemism for punishment (which may also be referred to as disciplinary procedure).

Disciplinary action is any action taken by the company in response to an unsatisfactory employee performance or behaviour. The primary objective of discipline is to bring an employee back, where possible, to an acceptable standard of performance and behaviour rather than to punish an employee, Mintah (2011). Perhaps the most unpleasant task for supervisors and managers is the task of disciplining an employee. While some staff seem to think that managers take some perverse pleasure in the process, the truth is that it is usually dreaded, and often done in an ineffective way. This is so because there are some psychological factors at play that militate against constructive disciplinary processes.

One of the most prevalent errors some people make about discipline is based on the idea that discipline is a punishment. The manager that perceives discipline as a punishment process tends to apply negative sanctions, expecting that those negative sanctions will have some sort of positive effect; for example, to eliminate the unwanted behaviour simply through the "threat" of additional sanctions, (Ganapathy 2006)

Unfortunately, the use of negative sanctions on their own, bring about unpredictable results.

In rare cases, they may work, through the fear factor. In other cases, they have an effect

opposite to the one intended, and can contribute to escalation in the manager-employee relationship, (Ganapathy 2006)

According to Ganapathy (2006), negative sanction will only work when:

- a. The employee values what is taken away or fear of what is threatened
- b. The employee sees the sanctions as fair and consistent with the 'offence'.
- c. The employee acknowledges and respects the right of the manager to impose the sanction.

Unless these three elements are in place, employees will respond to punishment with resentment and counter-attacking, either covertly or overtly, Ganapathy Ramasamy (2006). The alternative perspective is to consider discipline in its original sense, as an opportunity for the employee to learn. The traditional notion of a discipline (same roots) is of a person who learns from one that he or she follows. Discipline, in this approach focuses on what the employee must learn in order to bring his or her behaviour in line with the needs and expectations of the organization. Another error of discipline is that some managers see discipline as something done to an employee but not something done with an employee. In reality, it is pretty difficult to do anything to an employee without getting wound in trails of paper, documentation, and investment of time.

Discipline can be considered as requiring a supervisor and a subordinate or a staff member to work together to solve a problem. The fundamental task, when possible, is to create a situation which encourages the supervisor to work with a subordinate in mutual terms in order to identify causes of problematic behaviour and to take action to correct those problems.

However, one cannot fix performance problems unless one knows what is causing those problems. It is probably safe to say that managers do not go on hunting for disciplinary problems. Sometimes, some managers are reluctant to respond to an emerging issue or problem because of the following reasons:

- i. Desire to have harmony
- ii. Perception that discipline is a cause of disharmony

However, a delay in responding to disciplinary issues sends a message that:

- a. Undesirable behaviour will be accepted or even not noticed.
- b. Delay can have an adverse effect on the manager.

According to Bacal & Associates (2002), when a problem is allowed to grow, the manager often will develop an emotional set towards the employee that makes it difficult for constructive interaction between the manager and the employee. It is very important that inappropriate behaviour or actions in the workplace be, at minimum, noted, and the fact communicated with the staff member, right at the first occurrence. This need not be a lengthy difficult discussion, particularly if the event is relatively minor. Related to the previous point is the issue of progressiveness, or lack of it. Progressive discipline starts with the least possible use of power and disciplinary action, and over time, will involve stronger actions, if the situation continues. Managers who delay disciplinary action tend to wait until action must be taken, when the situation has become so severe that it must be addressed immediately. Often, the manager feels the need to apply harsh sanctions, because, perhaps the inappropriate behaviour has become more extreme.

A key here is to start with least forceful action as early as possible, unless of course the offence is so severe that it requires immediate harsh action. It is understandable when beleaguered and frustrated managers/supervisors "lay down the law" to a problem employee. Sometimes an employee is not succeeding because they lack the skills or they have underlying personal or psychological problems. And, sometimes an employee is not succeeding because the system in which he or she works is not set up to engineer success. Without knowing the root causes underlying a performance problem it will be difficult to work with an employee to improve that performance, (Bacal, 2002).

Progressive discipline is a process for dealing with job-related behaviour that does not meet expected and communicated performance standards. The primary purpose for progressive discipline is to assist the employee to understand that a performance problem or opportunity for improvement exists. Such a process provide feedback to the employee so he or she can correct the problem and if he or she fails to correct the problem, progressive discipline enables the organization to fairly, and with substantial documentation, terminate the employment of employees who are ineffective and unwilling to improve upon, (Bacal 2002).

Typical steps in a progressive discipline system may include:

- a. Counsel the employee about performance and ascertain his or her understanding of the requirements.
- b. Ascertain whether there are any issues contributing to the poor performance that are not immediately obvious to the supervisor.
- c. Solve these issues, if possible.

- d. Verbally reprimand the employee for poor performance.
- e. Provide a written verbal warning in the employee's file, in an effort to improve employee performance.
- f. Provide an escalating number of days in which the employee is suspended from work.
- g. Start with one day and escalate to five days.

Doing this gets their attention and will save the Manager a lot of breath (If this is not addressed in the Policies and Procedures Manual, get it in there. If it is not just one or two people, but nearly everyone, you should precede this with an amnesty of sorts. Do a clean sweep by calling a meeting to address the issue and what can be planned about it.

The following should be considered:

- a. The new policy must be put in writing to address the issue.
- b. Have each person sign the "contract" which now is the basis for their continued employment.
- c. Acknowledge that, yes, this has been going on, and was "accepted," but that from now on, coming in late is not acceptable. Anyone who comes in late, starting tomorrow, will be disciplined in accordance with the code offences
- d. Be prepared for the fact that may have to fire someone, or start them on whatever disciplinary procedures that have been outlined in writing.

It is important to:

- i. State that regardless of what has been going on in the past, new policy starts tomorrow and is not negotiable. Make it known that it is part of the terms of continued employment.
- iii. Outline consequences clearly and with no apology.
- iv. Give each person their own contract to sign, saying that they have read the policy, understood it, and agree to follow it as terms of their continued employment.
- v. Be prepared to act on this immediately if there is an infraction.
- vi. Be prepared and reconsider any excuses that will be given by offenders.

Traditionally, punctuality has been considered as a characteristic of good employees and hard workers. Other things being equal, a punctual employee is better than a regularly tardy employee.

Some employees are punctuality-driven and many of them are major assets to their respective employers. But there are also those that are minute-watchers and are obsessed with working exactly the minimum amount of time required to maintain their job status. Such employees are never late to work and never late to leave.

However, with the development of technology, punctuality in its present state will become less and less of a factor since certain jobs can be done as and when demanded without the employees going to the workplace. More and more employees are in need of flexible schedules, and as long as companies get the productivity they need, it does not make a great deal of difference whether one works from 9:30 to 5:30 or from 12:00 to 8:00.

Punctuality is becoming less and less pertinent tradition in today's workplace. Nowadays it is becoming more an understanding due to scheduling. People lead important lives and cannot be in two places at the same time. Punctuality is in attendance and unfailing observance of work discipline in all spheres are watch words of an organisation for its success. Late coming is something all Human Resources Personnel will find it difficult to tackle. There cannot be a single solution to prevent this abuse. Those with computerised payroll systems do not pay for the lateness of the employee. The moment he punches in late, the system gets to work and removes the earnings for his lateness. The problem with this system is that an employee can tend to be watchers, especially if the system does not affect overtime payment for the minutes or hours after work. Another issue is whether a punishment after the non-payment would be considered as double jeopardy. Some have tried progressive punishment. Employees who are in an industry where it is easy to get replacements then a dismissal for habitual lateness may sound the right signals. But if there are difficulties in replacing dismissed employees then one may have to compromise and give the employee a longer leeway, (Dishon-Berkovits and Koslowsky, 2002).

Managers should also have to contend with genuine reasons for late coming and those who make it a habit to come late. If an employee have to change two or three buses or catch a train to get to work and have a very unreliable public transport system it would be unfair to punish the latecomer when it is really beyond his control, (Dishon-Berkovits and Koslowsky,2002).

Haefner (2007) notes that punctuality is valued differently depending on the work environment or culture. "Regardless of the economy, though, getting to work on time can be more of a priority in some workplaces than in others. It is important for workers to be aware

of their company's tardiness policies and make sure to be honest with their manager if they are going to be late."

1.1 Problem Statement

Disciplinary procedures in the mining sector are necessary because no company or organisation can survive without inculcating discipline into its employees for punctuality and performance. Disciplinary issues at AngloGold Ashanti are becoming serious. Most of the employees, especially senior staff are fond of not only reporting to work late but also close earlier than the normal closing time. Besides, some of them usually leave for break when it is about 15 more minutes or more to time and return 30 minutes after break over. Others also absent themselves from work without prior permission. Such attitudes can cause delays in production, decrease in production and low level of productivity. Those work-to-rule employees can cause serious problems for those who depend on them to perform their own respective roles. Base on this, there is the need for AngloGold Ashanti Ltd to develop policies and procedures and communicate these measures to the employees to ensure employee commitment and punctuality which will subsequently lead to increased efforts and performance. The study therefore seeks to assess the extent at which disciplinary process addresses the problems of indiscipline in the organisation.

1.2 Objectives of the study

The study consisted of general and specific objectives.

1.2.1. General objective

The general objective of the study is to explore the effect of discipline on employee punctuality and performance at AngloGold Ashanti.

1.2.2 Specific objectives

The specific objectives are to:

- a. Identify disciplinary procedures and their challenges at AngloGold Ashanti.
- b. Determine the impact of disciplinary procedures on employee punctuality and performance.
- c. Determine the relationship between employee punctuality and performance.
- d. Examine how disciplinary procedures can improve on employee punctuality and performance.
- e. Identify how grievance handling in conjunction with disciplinary procedures can enhance employee punctuality and performance?

1.3. Research Questions

- i. What are some of the disciplinary procedures and their challenges at AngloGold Ashanti limited?
- ii. What is the impact of disciplinary procedures on employee punctuality and performance?
- iii. What is the relationship between employee punctuality and performance?
- iv. How can disciplinary procedures help employees to improve punctuality and performance at AGA?

1.4 Significance of the study

The rationale of this study is to find out and assess the reasons why lack of disciplinary procedures can be a threat at AngloGold Ashanti – Obuasi Mine and to recommend some solutions to address the challenge.

1.5 Scope of the study

This study will be conducted on some of the employees on quota sampling basis at Mining Division, Processing Division and Human Resources division of AngloGold Ashanti Ltd, Obuasi. It aims at identifying disciplinary procedures and their challenges at AngloGold Ashanti, the impact of disciplinary procedures on employee punctuality and performance, the relationship between employee punctuality and performance and how disciplinary procedures can improve on employee punctuality and performance at AGA.

1.6 Methodology of the study

Methodology employed for the study included sources of data, population size, sample size, data collection methods or instruments, tools for data analysis and method of data presentation. The main sources of data were primary data which was researcher's own field work and secondary data which involved existing data consulted from literature, magazines, reports etc. The target population of the study was 2111 and was taken from Mining, Processing Human Resources Divisions. A brief history of the organisation was provided by taking into how the company had begun its current number of divisions, its main activities and staffing situation.

1.7 Limitation of the study

The limitation of the study include limited financial resources, time constraints, difficulty in determining appropriate sample size to be used, difficulty in retrieval of administered questionnaires and willingness of prospective respondents to answer questionnaires, among others.

1.8 Organisation of the study

This report is made up of five chapters. Chapter one introduces the research, identifies the key problems under study and asks the relevant research questions. It further states the objectives of the study, defines its' scope, justifies the importance of the research to the socio-economic development of Ghana, outlines the limitations of the research and finally states how the whole study is organized. This chapter is relevant to the study because it puts the study into perspective and help to check deviations. Chapter two contains a review of the relevant literature on the key variables of the study. This is followed by chapter three which contains the research design adopted the data requirement and the sources of data, the data collection tools employed, the sampling technique and data analysis. This chapter serves as guide to the conduct of the field study. Chapter four deals with the presentation, analysis, and discussion of data gathered. This chapter is very important because it provides the relevant information needed to answer the research questions. The concluding chapter, chapter five comprises of the results or findings of the study, general conclusions and recommendations of the study. This chapter is relevant because, it provides relevant information which were hitherto unknown to existing body of knowledge.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The study seeks to review the relationship among discipline, employee punctuality and employee performance in an organisation. Also, efforts are made to further review factors that militate against employee punctuality, commitment and performance in an organisation. In today's work environment and more than ever in the history of economic grouping, most organisations find it difficult to meet their production targets due to disciplinary, punctuality and performance issues. The magnitude of these shortfalls is seen as a critical human resource issue that affects all sectors of the economies of most if not all organisations. In this chapter, an effort is being made to review the literature of the variables mentioned above bearing in mind the factors that affect discipline, punctuality and performance.

2.1 Disciplinary Procedures

The success of every organisation depends on the commitment and performance of its human capital. To make both employers and employees be committed to each other and for the progress of the organisation, Companies have designed disciplinary procedures to harness, enhance and encourage all employees to cultivate and maintain standards of conduct, attendance and job performance. Some of these procedures are being made available to employees in employee handbooks whilst others are being displayed in the offices of such organisations. In the ideal situation, they should apply to all employees and must be consistent and fair to all in the organisation.

By definition, "Discipline is the ability to do the right thing even when no one is watching or suffer the consequences of guilt which produces pain in our bodies, through pain comes discipline." , United States Marines Corps (2009).

The word 'discipline' comes from a Latin word "disciplinaire" which means "to impart education" or "to teach." The unfortunate thing is that many people associate the word with giving punishment which is actually a small part of the meaning. Discipline actually means to groom a person's behaviour, etiquette and entire personality. The emphasis in discipline, therefore, should be on improving performance or correcting an undesirable conduct rather than simply on punishing it, Society For Human Resource Management (2011) Module 5

When a person is disciplined, he or she possesses the trait of being well-behaved. In this context, the word discipline is related to the words conduct, behaviour and deportment. It is a vital aspect in the field of personality development. Discipline is actually a combination of reward and punishment methods. A child, if disciplined at an early age grows up to become a responsible, well-bred individual. A person who is competent, confident and caring is always known to have a disciplinary approach towards life.

To be disciplined is then, subject to context, either a virtue (the ability to follow instructions well) or a euphemism for punishment (which may also be referred to as disciplinary procedures),

Disciplinary action is any action taken by the company in response to an unsatisfactory employee performance or behaviour. Primary objective of discipline is to bring an employee back, where possible, to an acceptable standard of performance and behaviour rather than to punish an employee – Collective Agreement (2009) between AngloGold Ashanti (Ghana)

Limited and the Ghana Mine Workers' Union of the Trade Union Congress (TUC) of Ghana.

A disciplinary procedure is a way that an employer can tell an employee that something is wrong. It also allows the employer to explain clearly what improvement 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 procedures to tell employees that their performance or conduct is not up to the expected 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 problem quickly. Sometimes the problem may be the result of a misunderstanding, and this may enable the employee to provide evidence to clarify the issue. On the other hand, the employer can decide to go directly to their formal disciplinary or dismissal procedures, (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.

He further noted that because of the serious implications of disciplinary action, only senior managers are normally permitted to carry out suspensions, demotions and dismissals. This implies, other managers are normally restricted to the giving of warnings of one kind or another, and the same applies to supervisors. The process assumes that there is always a supervisor at every level in the workplace.

2.2 Reasons for Disciplinary Procedures

The need for discipline arises when there is an unacceptable behaviour on the part of an employee (Cole, 1996). He stated that disciplinary matters have to be handled with fairness and credibly and as such employees should be given fair hearing.

There are standards of acceptable job performance defined by the supervisor or manager, ethical behaviour, and professionalism that each employee is expected to maintain. When employees do not perform at the acceptable standard or when their conduct is an interference, embarrassment, or detriment to the operation of the agency, supervisors are responsible and accountable for implementing corrective measures, Employees relations section –(West Virginia Division of personnel, Spring,2009).

According to Society For Human Resource Management (2011), module 5 employers are to establish disciplinary rules and acceptable rules of conduct within the business. These rules should spell out clearly the offences and the gravity of those offences. Some of the offences include; gross dishonesty, wilful damage to company property, wilful endangering the safety and lives of others and property, assault and fighting, gross insubordination, insolence, insubordination, sexual harassment, abusive language, intoxication on duty, time related offences and collective absenteeism. The degree and frequency of these misconducts

they stated will determine whether an employee merits dismissal or not. Thus, an employee is given the opportunity to reform.

They further stated that any person determining whether an offence which merits dismissal is fair in terms of the labour law should consider the following:

(a) Whether or not the employee contravened a rule or standard regulating conduct in, or of relevance to, the workplace; and

(b) If a rule or standard was contravened, whether or not-

(i) The rule was a valid or reasonable rule or standard;

(ii) The employee was aware, or could reasonably be expected to have been aware, of the rule or standard;

(iii) The rule or standard has been consistently applied by the employer; and

(iv) Dismissal was an appropriate sanction for the contravention of the rule or standard. For any dismissal to be fair in law, it needs to be substantively and procedurally fair.

Substantive fairness would include satisfying the following:

- i. Was the employee guilty of the offence charged?
- ii. Did the gravity of the offence justify the penalty of dismissal?

Procedural fairness in respect of a Disciplinary Hearing would include:

- i. Adequate notice
- ii. The hearing must precede the decision,

- iii. The hearing must be timeous,
- iv. The employee must be informed of the charge/ charges,
- v. The employee should be present at the hearing,
- vi. The employee must be permitted representation (fellow employee or union member),
- vii. The employee must be allowed to call witnesses,
- viii. The presiding officer should keep minutes,
- ix. The presiding officer should be impartial.

2.3 Models of discipline

In their work (Cooke, 2006) indicated that, existing studies of the disciplinary process have addressed two related questions. The first question is: How discipline is administered? This focuses attention on the rule enforcers, their perceptions of rule infringement, how the decision to discipline is made and how it is carried out. The second question is: What is the effect of disciplinary action on the disciplined individual and the surrounding workforce?

According to Susan M. Heathfield, (2007), About.com Guide, if the supervisor has faith that employee can improve his or her performance, at any time during the disciplinary action proceedings, and preferably before the first letter of reprimand, the supervisor can introduce a performance improvement plan (PIP). The PIP is a more formal, detailed document with goals, expectations, timeous and an opportunity for the supervisor to communicate clear job and performance expectations to the non-performing employee.

Disciplinary action, such as an employee reprimand, can be a win-win if the employee heeds the message. If the employee does not, the company and the manager have effectively protected their interests - and the interests of employees who are performing satisfactorily. The goal is to prevent a negative impact on performing employees whose morale is affected by the employee who is not doing his or her job well.

2.3.1 Issues to Consider in Employee Disciplinary Actions

According to Reddin, (1970) and Billikopf, (August 11, 2006), there are many factors to be considered before disciplinary action can be taken. They include communication; job description; provision of employee handbook which spells out offences, disciplinary action process, fairness and consistency as well as making the action fit the offence. As a communication tool with employees, an employee's reprimand must be fair in other not to cause any unnecessary pain be it psychological, emotional or physical. Employers need to make certain that they are using the tool appropriately and that certain conditions exist for its effective and successful use. Besides, employee job description must spells out the required area of performance for which the employee is receiving the reprimand. If the problem of performance is occurring in a non-essential job function, this needs consideration – or a rewritten of the job description.

Also, the employee's reprimand must be congruent with the disciplinary action process as described in the employee handbook. According to him, 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. They may make lawyers happy but they cause unnecessary pain for the non-performing employee, his or her co-workers, and the organization as a whole. He noted that the company's past practices in similar situations with other employees must be consistent with the current employee reprimand. He pointed out that inconsistency is potential grounds for charges of discrimination if employees in a protected group are over-represented in disciplinary action cases. If you discover this is so, relook at your hiring practices, policies, and any other employment practices that may be a red flag for discriminatory treatment. The degree or type of disciplinary action taken fits the employee performance issues. An attorney once asked why a client company provided increasing amounts of time off from work for employees who had problems. The question did cause to rethink that in fairness, employers' options are limited when employee violation of rules and policies is the issue, Gregorio (Billikopf, August 11, 2006). What's important, beyond consistency in similar situations, is to strive to make the disciplinary action "fit the crime". An employee reprimand, used appropriately, as part of a series of disciplinary actions, can help an employee improve his or her performance and re-join the ranks of performing employees.

Gouldner (1954) identified three patterns of industrial bureaucracy, which he described as mock, punishment-centred and representative forms. These differed in the number of bureaucratic rules and the manner in which they were enforced. Punishment-centred bureaucracies were said to engender conflict.

However, some writers like Henry (1987) had distinguished four models of workplace discipline and indicated them as punitive-authoritarian discipline, corrective-representative

discipline, accommodative-participative discipline and celebrative-collective 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 orders, inappropriate manners, dress and negligence are considered equally as offensive as theft and damage to property' (Henry, 1987: 284). Procedures for administering discipline are simple and direct and are often hierarchical with no consultation with subordinates. Sanctions aim at retribution, public humiliation and deterrence; punishment is harsh and irregular and includes summary dismissal, severe reprimands and public shaming.

Under corrective-representative discipline, Henry said it involves a more instrumental approach to discipline, emphasizing written procedures, an investigation of the case, a hearing with a right to representation, progressive sanctions and a right of appeal. Formalised systems incorporating rights to representation and procedural justice are intended to secure legitimacy for disciplinary actions and minimise employee grievance and unrest and legal consequences. According to Henry (1987), there is a risk that this model of discipline delivers 'less justice than legitimation'. Despite the right to a hearing and representation, the outcome is often predetermined.

Sanctions are intended to improve future behaviour but formalized systems may lead to employee frustration rather than acquiescence if the result is seen as fair. Sanctions are employed progressively increasing through verbal and written warnings to transfer, demotion, suspension and ultimately dismissal. Dismissal is seen as the last resort. Most formal policies conform to this model (ACAS, 2003). With regard to accommodative-

participative discipline, the writer stated that discipline is seen to be the result of negotiation between workers and their employers. Rules are created to serve the interests of both parties (for example, safety rules). Sanctions are subject to bargaining between managers and employee representative and that outcomes are often a compromise between respective interest groups. According to him, celebrative-collective discipline emerges in cooperative forms of work groups. Rules are largely based on unwritten shared values. A central problem in cooperative work groups is individual's failure to participate in the group and inequality of work effort, the so-called 'free rider' problem. Sanctions are informal and aimed at reminding the individual of his/her responsibility to the group. Sanctions include disapproval, shaming and expulsion from the group.

Henry (1987) suggests that although corrective-representative discipline is the most common formal mode of discipline in the workplace, we cannot assume that this is the only model employed. He acknowledges the widespread use of informal sanctions. There may be a big difference between what institutions do and what they say they do. There is good reason to believe that many different models occur simultaneously in a single institutional setting.

Other writers (Edwards and Whitston, 1994) distinguish between punitive and corrective approaches. These two approaches fit closely with Henry's first two models of discipline. Fenley, (1998) distinguishes punitive, corrective and revisionist approaches. Revisionism combines correction and punishment and Fenley uses the term revisionism to describe the US model of progressive discipline, which masks punishment behind a rhetoric of

correction. Thus, employees are not dismissed but ‘given the opportunity to leave’. Rollinson et al. (1997) distinguish between rehabilitation and retribution (which correspond to corrective and punitive approaches) but, also, introduce a third category of deterrence. They argue that deterrence is the most common philosophy employed by managers. Although conceptually different from retribution, it is sometimes difficult to distinguish in practice. Deterrence aims to ‘highlight the adverse consequences of any future rule transgression’. Deterrence depends on managers’ assumptions of cause and effect. It allows punishment to be rationalized as having a corrective effect. The deterrence philosophy assumes that ‘most discipline consists of a rather crude use of psychological conditioning’ (Rollinson et al., 1997).

2.4 Punctuality

Halliburton, (1965), stated that ‘punctuality is the soul of business’. This implies every business organization needs to pay particular attention to how early or late its workers report to work. Punctuality is the characteristic of being able to complete a required task or fulfil an obligation before or at a previously-designated time. Thus, being punctual not only refers to being on time for work or for meetings or appointments whilst at work, but also being ready and prepared on arrival. It involves a degree of commitment to the job role, organisation and time management, travel planning, and an awareness or understanding of the importance of being on time and behaving responsibly or professionally whilst at work. Late workers impact negatively on productivity and co-worker morale, particularly for other employees who depend on them or who have to provide cover, Clark, K. Peters, S. & Tomlinson, 2003).

While punctuality is a job requirement, some people must be taught the rules of punctuality. If the job description states that the hours for work begin at 8:00am that does not mean that the employee is walking into the building at 8:00am. It means the employee is at their desk ready to start working at 8:00am.

Tsivasankaran (November 30, 2010) asked the following questions about punctuality. He wanted to know whether punctuality bordered on when the worker is:

1. Entering the office?
2. Taking his or her seat?
3. Attending meetings?
4. Completing Meetings?
5. Submitting reports?
6. Completing jobs?
7. Keeping up appointments?
8. Starting interviews?
9. Finishing interviews?
10. Leaving the workplace after the work hours
11. Releasing annual increments?

According to him, to make punctuality effective, it does not only imply attendance by coming to work on time but other factors are considered (as indicated above) to help increase productivity and to enhance achieve tasks by employees, **Tsivasankaran**, (Dec 2007).

2.4.1 Systems Developed to Enhance Punctuality

While managers often accuse tardy types of wanting attention or of needing to be in control, persistent lateness usually has little to do with those factors. The motivations, rather, are often subconscious ones. Some people are drawn to the adrenaline rush of that last minute spirit to the finish line, and others receive an ego boost from over-scheduling and filling each moment with an activity. Still others have difficulty conforming to rules and structure. A combination of preventive measures such as penalties, rewards and coaching are key, to dealing with tardiness on an organisational level. The following simple, four-step process can turn a chronically late workforce into a group of right-on-timers, increasing productivity and morale at the same time.

1. Establish a corporate culture that encourages punctuality. Work with HR to create a written punctuality policy with clearly defined penalties. Communicate the policy in all new hire orientations, enlist sign-on from all managers and enforce it consistently. Penalties may include written warnings, suspension, pay docking and termination. Be sure to check your state's employment codes prior to setting the policy. Time-critical companies such as United Parcel Service attribute their success in part to this type of regular reinforcement of company policy.

2. Discourage late-starting meetings. Send an e-mail reminder a half-hour prior to every meeting asking participants to be on time, or set one up in Microsoft Outlook calendar. Two minutes after the scheduled start time, close the door. Then tackle the most important topics

first. Open the door for latecomers, but do not backtrack to fill them in on missed discussions.

3. Establish a system of rewards for employees with perfect attendance and punctuality. Some companies have found that rewards not only incent employees, but also serve as a reminder that punctuality is an important part of company culture. Punctuality incentives are often packaged with attendance records, and rewards can come in the form of anything from free employee parking to department store gift certificates. Managers can use spot bonuses to reward employees who are on time.

4. Deal with lateness on an individual level. Handling lateness on an individual level usually requires some degree of coaching. Although termination is always an option for employees with excessive tardiness, there are times when an otherwise wonderful employee simply needs a nudge in the right direction.

Arrange a meeting with the employee to outline company policies and inquire about extenuating circumstances or logistical problems. Set clear, measurable goals for the future and clarify the consequences for being late. Document your conversation in writing and keep written documentation of future incidents.

Remember that many chronically late people do not act intentionally, and are often perplexed at why they fail to manage their time effectively. The process of change will be more genuine and long lasting if the employee achieves a better understanding of his actions and is equipped with tools for success. These tools can come in the form of books, seminars, counselling or coaching.

During the initial meeting, schedule a follow-up appointment to review the employee's progress. Scheduling a follow-up meeting helps reinforce to the employee that you are

serious about the progress you expect and that you will be monitoring the situation over time, (DeLonzor Diana July, 2007)

While dealing with punctuality problems at work can be challenging, managers often find that when punctuality is under control and meetings start on time, productivity is directly affected positively. What is more, employees who conquer chronic lateness often find they have become more organised and effective in other areas of their lives as well. Once they learn to analyse their problems and put together a strategy to improve, their new habits often become lifestyle changes.

Those with computerised payroll systems do not pay for the lateness of the employee. The moment he punches in late, the system gets to work and removes the earnings for his lateness. The problem with this system is that you tend to develop clock watchers, especially if the system does not affect overtime payment for the minutes or hours after work. Some have tried progressive punishment. If you are in an industry where it is easy to get replacements, then a dismissal for habitual lateness may sound the right signals. But if you have difficulties replacing dismissed employees then you may have to compromise and give the employee a longer leeway. According to Halliburton, (1965), punctuality is one of the cardinal business virtues that employees must comply with.

2.4.2 Fair and unfair termination of employment

The Labour Act, 2003, (Act 651) section 62, defines termination of a worker's employment as fair if the contract of employment is terminated by the employer on the grounds that: the worker is incompetent or lacks the qualification in relation to the work for which the worker is employed, when there is a proven misconduct of the workers, the worker is declared

redundant under section 65 and due to legal restriction imposed on the worker prohibiting the worker from performing the work for which he or she is employed.

Section 63 (1) of the Labour Act declared that the employment of a worker shall not be unfairly terminated by the worker's employer.

It stated in subsection 2 that a worker's employment is terminated unfairly if the only reason for the termination is; that the worker has joined or ceased to be a member of a trade union; that the worker seeks office as, or is acting or has acted in the capacity of a worker's representatives; 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, colour, ethnicity, religion, social, political, economic status etc.

Without limiting the provision of subsection 2 a workers employment is deemed to be unfairly terminated if with or without notice to the employer, the worker terminates the contract of employment because of ill-treatment of the worker by the employer having regard to circumstances of the case; or because the employer has failed to take action on repeated complaints of sexual harassment of the worker at the workplace. Labour Act, 2003, (Act 651) section 63.

2.5 Employee Lateness

Employee lateness is the arrival at work after the time being agreed upon to by employer and employee. It is a phenomenon that manifests itself in many organizations. It has implications for the individual employee as well as for the organization as a whole. Employee lateness leads to substantial financial costs (Blau, 1994; Steers & Rhodes, 1984) such as loss of productivity of the late employee, loss of productivity of fellow workers

whose work may depend on the late employee (Groeneveld & Shain, 1985), and loss of time for administrators who have to deal with the lateness.

Furthermore, the employee's late arrival may disrupt the day's work schedule, because appointments may not take place on time and because the work of other employees who depend on, or are connected with, the late employee may be held up (Groeneveld & Shain, 1985; Koslowsky, 2000). A tardy employee, especially one who is not penalized for his or her behaviour, may have a negative influence on employees who arrive on time, specifically on those who have to "cover" for him or her (Cascio, 1987; Jamal, 1984). The tardy employee's behaviour may be viewed as negligence (disrespect) toward the organisation and its values (e.g., Bolin & Heatherley, 2001). Moreover, several researchers (Adler & Golan, 1981; Gupta & Jenkins, 1983; Koslowsky, 2000; Koslowsky, Krausz, Aizer, & Singer, 1997; Rosse & Miller, 1984) view lateness as the first step in a chain of employee withdrawal behaviours (i.e., lateness, absenteeism, and turnover). Yet, lateness is an understudied behaviour, especially when compared with related outcomes such as employee absenteeism and turnover, both of which are well represented in the literature (e.g., Clegg, 1983; Dwyer & Ganster, 1991; Erickson, Nichols, & Ritter, 2000; Johns, 1998; Leigh & Lust, 1988; Morrow, McElroy, Laczniak, & Fenton, 1999; Rosse, 1988).

The potential negative consequences of employee lateness underscore the positive outcomes of employee punctuality and this emphasises the importance of studying this behaviour from an applied perspective. Managers as well as employees can benefit from being able to predict punctuality behaviour. Such knowledge is especially crucial in jobs where even one

incident of lateness may have dire consequences. In such situations, one wishes to identify in advance individuals who are always punctual.

Punctual employees may be less likely to engage in withdrawal behaviour associated with negative attitudes toward work and the organization, such as low commitment, low satisfaction, and low job involvement (Koslowsky & Dishon-Berkovits, 2001; Koslowsky et al., 1997).

Punctuality has positive consequences. In a group or team setting, the smooth functioning of all members may be directly related to punctual behaviour. Whether it involves arriving at a decision that requires everyone's input or simply creating the correct climate or working conditions, punctual behaviour may have a positive interpersonal effect within the work group. Trust, assistance, and cooperation can be enhanced if all group members feel that no one is shirking or avoiding his or her duties and obligations.

The few researchers who have dealt with employee lateness (e.g., Adler & Golan, 1981; Clegg, 1983) attempted mainly to uncover attitudes, effects, and demographic variables for purposes of prediction. Those researchers regarded lateness as both an individual and an organizational phenomenon, each study emphasizing different components as possible causes of the behaviour. In the present study, we viewed lateness behaviour from two perspectives: First, virtually all past researchers focused on the late employee; in contrast, we were interested in the characteristics and motivations of the punctual employee. Second, because researchers in the fields of human resources and organizational behaviour have

shown renewed interest in personality as an explanatory variable in work processes (Adler & Weiss, 1988; Douglas & Martinko, 2001; George, 1992; Hogan, 1990; Judge, Martocchio, & Thoresen, 1997; Mehra, Kilduff, & Brass, 2001; Pelled & Xin, 1999), especially in the area of personnel placement and selection, we have suggested that a specific personality attribute - time urgency - may distinguish between punctual and late employees.

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The existing lateness studies stemmed from two perspectives. The first perspective viewed lateness as a "withdrawal behaviour." From this perspective, researchers tried to uncover the relationships among the withdrawal behaviours (Adler & Golan, 1981; Beehr & Gupta, 1978; Clegg, 1983; Cummings & Manring, 1977; Gupta & Jenkins, 1983; Johns, 1998; Koslowsky, 2000; Leigh & Lust, 1988; Rosse, 1988). Those researchers also tried to identify the origin of employee lateness. Low job satisfaction (Adler & Golan; Gupta & Jenkins) was related to employee lateness. In addition, organizational commitment (Angle & Perry, 1984; Blau, 1986, 1994; Clegg, 1983; Koslowsky & Dishon-Berkovits, 2001), perceived control (Dwyer & Ganster, 1991), and need for achievement (Shapira & Griffith, 1990) were identified as potential causes of employee lateness.

From the second perspective, researchers have not viewed lateness as withdrawal behaviour but have attempted to find other reasons why people are late to work. Moreover, some researchers have claimed that use of the label withdrawal for attendance behaviour is inadequate and even misleading (Clegg, 1983; Johns & Nicholson, 1982; Nicholson, 1977).

They argued that not being at work at a given time may not necessarily indicate negative feelings toward the organization or demonstrate withdrawal.

2.5.1. Reasons for lateness (Enforcing the Culture of Punctuality)

Tardiness costs U.S. businesses more than \$3 billion each year in lost productivity. The effect on the bottom line of the average business is significant: An employee who is late 10 minutes each day has, by the end of the year, taken the equivalent of a week's paid vacation. Adding to the total cost is the rippling effect of late-starting meetings as productivity is impacted throughout an entire organization. During the past several decades, lateness has gradually been on the rise in U.S. businesses. “In 2004, while conducting follow-up research for my book, *Never Be Late Again: 7 Cures for the Punctually Challenged*, I conducted a survey of human resource managers and found that 73 per cent reported tardiness to be growing worse. Many managers cited decreasing employeemorale and increasing work and family responsibilities as causes. With the recent economic turmoil, employees are feeling more stress and pressure to take on extra workloads, according to the survey participants. These factors, coupled with a loosening of societal standards, are causing some real changes in priorities. Chronic lateness is typically a life-long habit and one that's surprisingly difficult to overcome”, DeLonzor, Diana (July, 2007)

Of course, there are myriad reasons for chronic lateness, such as job dissatisfaction, promotional or salary-related resentments, or a lax company policy. However, it was also found that most chronically late people aren't purposefully tardy but instead tend to have difficulty with time management. In a San Francisco State University study investigating

chronic lateness and its causes, it was established that the punctually challenged often shared certain common personality characteristics such as anxiety, a penchant for thrill-seeking or low levels of self-control.

Family obligations may prevent an individual from arriving at work on time. Using information gleaned from daily records of 41 employed parents, Williams and Alliger (1994) reported that family obligations were perceived as interfering with one's work. Others have found that having children in the family was related to or influenced work attitudes (Kaldenberg, Becker, & Zvonkovic, 1995), incomes (Schneer & Reiman, 1993), and achievement orientation (Covin & Brush, 1993).

Chronically late subjects also reported greater procrastination tendencies in general compared to the timely subjects.

2.5.2 Systems Developed to Control Lateness

Various strategies/systems have been developed to control lateness.

2.5.2.1 Attendance register

Attendance register is a muster roll which is mandatory as per factories act 1948. The purpose of the attendance register is to store the employee's sign in time and sign out time individually. With that, we can understand that the employee has worked for the total working hours or not, **Rajeev Dixit**, (2008). It has been emphasised that attendance register is one of the oldest systems of signing in and can be replaced with new technology. Currently, several machines are available according to the financial capacity of the employers. Some of them include bio-enabled technologies which are quite good for both small and big size organisations. These systems can be adopted by HR and Pay packages so

that the effect of such late comings and early leaving can be reflected in the payment. However, it was concluded that one of the best ways to discourage the tendency of lateness is counselling by using psychological approach to the erring employees as the other methods may result in discontentment among the employees, Rajeev Dixit, (2008).

R Devarajan, (September, 2006), stated that with regard to punctual attendance, there is no law to enforce it. According to him, it is only through proper and periodic counselling that these issues can be sorted out.

2.5.2.5 Time and Attendance System

Time and Attendance (TNA) is a Software System that collects data from the clocking terminals in real-time, allowing managers to have instant access to employees' clocking times as they arrive or leave work. There are many forms of TNA Systems but they stand to achieve common objectives. If employees forget to clock in or out, the system will automatically alert the user of this in an errors list. A missing clocking can be manually inserted and a reason may be recorded. If a clocking is amended, the original is kept for reference. All manually edited data is clearly marked on screen and on reports. Similarly, daily and weekly hours can be added, changed or removed, again with a full audit log of who made the change and when.

Discrepancies as a result of lateness, missed breaks, leaving early and absence are all automatically highlighted or generated by the system. The system can also be used to set up or flag up any types of anomalies that may be relevant to the business. These may be things like minimum daily hours not reached for full payment or disallowing unexpected employee

clocking at a particular time, among other things. It provides an employee list and also acts as a real-time status list and that can indicate whether the employee is in or out of the building. The employee screen provides access to an employee's time and attendance information, employee record, leave records and human resources information. One of the most useful and widely used areas within the TNA software is the graphical leave planners. They allow Management to determine a 12 month rolling view for one employee and a department, branch or skill and avoiding too many employees of a certain type of skill being away at the same time, **Vizual Management Solutions Ltd**, (2010).

2.5.2.6 Electronic Access Control System

Today's electronic access control systems have to go beyond simply locking and unlocking doors. You need an access control system that gives you information and control to run your business more efficiently.

Electronic access systems can help ensure that only the right people have access to your business. No matter the size or commerce, an access control system can be just as important to your bottom line as it is to your security, **Clocking Systems**, (February 2010).

2.5.2.4 Benefits of Access Control Systems

The systems can track, record, deter access throughout your organization, provide auditing and employee time and attendance features, restrict access to sensitive areas, provide a safer working environment and customer or client environment, avoid expensive re-keying when an employee leaves, remotely administer and control access immediately to multiple facilities through one efficient interface and saving you time and money.

2.6. Performance Management

There have been varying definitions of performance and Armstrong and Baron stated that “if you can’t define performance, you can’t measure it”. Thus, in order to measure it, one must clearly define it. The challenge among Private Sector managers is that it entails behaviour, results, or both. Performance is referred to as being about doing the work, as well as being about the results achieved (Otley, 1999). Performance is a multidimensional construct, the measurement of which varies, depending on a variety of factors that comprise it (Fitzgerald and Moon, 1996). According to Meyer et al (2003), performance management aligns the goals of the individuals employees to those of the organisation with which they are associated. Others argue that performance should be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organisation, customer satisfaction, and economic contributions (Rogers, 1994). It is important to determine whether the measurement objective is to assess performance outcomes or behaviour. Therefore, an organisation should distinguish between outcomes (results/output), behaviour (the process) and appropriate performance measurement devices. (Mwita 2000)

Campbell (1990) subscribes to the premise that performance is behaviour and should be distinguished from the outcomes because they can be contaminated by system factors, which are outside the control of the performer.

What is implied in Campbell's argument is that performance measurement can only focus on an individual/group's final output, if and only if, system factors are controllable. In contrast,

Edis (1995) argues that performance is something that the person leaves behind and that exists apart from the purpose.

This thesis adopts a comprehensive view of that performance is achieved if it is defined as embracing three interrelated variables: behaviours (processes), outputs, and outcomes (value added or impact). Bromwich (1990) and Mwita (2000) also support this view by arguing that performance means both behaviour and results and that behaviours emanate from the performer. Conceivably, behaviour, results and value-added are inseparable and interdependent variables. They are all important in performance management schemes. The next stage is to pinpoint the attributes of performance that managers have to be aware of when managing and measuring performance.

2.7 Factors affecting performance

Performance as defined above is affected by a number of factors, all of which should be taken into account when managing, measuring, modifying and rewarding performance (Armstrong and Baron, 1998). They comprise:

1. Personal factors: the individual's skills, confidence, motivation and commitment.
2. Leadership factors: the quality of encouragement, guidance and support provided by the managers and team leaders.
3. Team factors: the quality of support provided by colleagues.
4. System factors: the system of work and facilities (instruments of labour) provided by the organisation.

5. Contextual (situational) factors: internal and external environmental pressures and changes.

Performance management is a management approach, which seeks to get the most out of the human resource, (The Times 10012 edition). Daniels 1989.

2.8 Performance Management Model

The Performance Management (PM) model is defined within the context of private sector organisations as a systematic, data-oriented approach to managing people at work that relies on positive reinforcement as the major way of optimizing performance (Daniels, 1989). It is a "value-adding" process of organizational performance (Slater et al., 1998). Furthermore, you must develop a way to measure these behaviours and their results, and determine the methods for changing or modifying the current behaviour if necessary. The final steps are to use those methods, evaluate the results and give feedback to performers.

Data-oriented means that an organisation must use performance data to evaluate the effectiveness of the strategies employed (secondary objectives) to achieve the primary objectives (Fitzgerald et al., 1991).

PM is an integrated set of planning and reviewing procedures, which cascades down through the organisation to provide a link between each individual and the overall strategy of the organisation (Rogers, 1994). Similarly, the NAHT(1991) describes PM as "a process that links people and jobs to the strategy and objectives of the organisation". The emphasis put across by the NAHT is that through PM individual jobholders:

- a. Have greater clarity about what their organisation is trying to achieve;
- b. Understand what is expected of them in their job;
- c. Are entitled to regular feedback on how well they are doing;
- d. Have continuous support from their managers; and
- e. Have an opportunity to assess their overall performance achievements over a given period.

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The term PM refers to any integrated and systematic approach to improving organisational performance to achieve corporate strategic aims and promote its mission and values (Edis, 1995). This implies that a PM system aims at improving the results of people's efforts by linking these to the organisation's corporate objectives. That is, PM is the means through which employees' performance can be improved by ensuring appropriate recognition and reward for their efforts, and by improving communication, learning and working arrangements as stipulated in the balanced scorecard model. Other aims of performance management seek to, determine training and development needs, appraise past performance, align objectives, develop individual competencies, assist career planning decisions, link pay to performance, and assess future potential/promotion prospects. The rest include discipline/dismiss non-performing staff, change organisational culture, retain high calibre staff among other set of performance objectives. (Nankervis et al 2006). Installing PM in an organisation entails creating and supporting the "achievement culture" and thus ensures that effort is generated that results in performance which in turn results in real achievements. By "achievement culture", it means a combination of performance orientation and professional excellence, Edis (1995). Thus, a clear understanding by every member of the organisation's

mission and values, and what it wants to achieve. Its success depends on managers developing a style that promotes achievement with the right motivation "or positive reinforcement" and performance-based information-set from the management accounting system. Effective performance management requires a system that is fair and that employees trust its fairness in terms of procedure and the potential benefits arising from its evaluation. Mwita, 2000) indicated that management accounting and other performance measurement practices need to be evaluated not just from an economic perspective, but also from a social, behavioural and managerial perspective, within an overall organisational context. Thus, the need to strategic PM demands an approach that recognises the importance of a focus on both results (primary objectives) and the means to achieve these results (secondary objectives). According Rotundo (2002), performance evaluation ensures open communication and employee commitment which also provide critical feedback about an organisation's business process. The new leadership principles should unlock the full potential of managers and employees in order to enable the organization to react in an appropriate way and as quickly as possible to new chances and risks in the market environment, (Jürgen, 2001). Some people mistakenly assume that performance management is concerned only with appraising and rating a board, management and staff's performance. Actually, this activity is only one part of the overall process. Jürgen H. Daum, (2001) indicated that Performance management is the systematic process of planning work and setting expectations, continually monitoring performance, developing the capacity of workforce to perform, periodically rating and recording performance recognising and rewarding good performance.

2.8.1 Performance Measurement

Performance management invariably becomes the process by which Performance measurement is acted upon (Micro strategy website). Performance measurement is the process whereby an organization establishes the parameters within which programmes, investments, and acquisitions are reaching the desired results (Wikipedia). A further definition of performance Measurement is the use of data and statistics to ascertain whether the objective of and organization is being met or exceeded. Organizations measure performance by analysing financial and non-financial metrics over time, across departments, between different entities (e.g. employees, organizations, investments, systems), and against benchmarks and targets to gauge success. To correctly measure for performance success, the benchmarks and targets comparisons must be aligned with the corporate strategic goals. The ultimate purpose of measurement is to improve performance. Behn (2003), gives eight reasons for measuring performance; to evaluate, control, budget, motivate, celebrate, promote, learn and to improve performance. Performance measurement enables organizations to assess their progress and identify strengths and problem areas. A simple example of performance measurement is the measurement of time to meet deadlines of targets.

2.8.2 Performance Measurement Theories and Practices

Without performance measurement systems in place, organizations are unable to report, analyse and monitor the progress towards goals and objectives. There are many existing theories for applying performance measurement to an organization's processes and output (e.g. The Balanced Scorecard MethodTM). These theories and applications provide feedback

that ultimately drives an organization to improve its operations and services, in line with the specifically defined organizational objectives.

A performance problem occurs when an employee is failing to obtain the results expected of him or her, or falling short of the goals and objectives for the job. Performance problems occur in many forms, and can range from simple poor productivity, to absenteeism, which could negatively affect the work of others.

However, it's important to distinguish between performance issues that negatively affect the company, and employee actions that may simply be annoying to the manager or other employees. Some employees may have certain habits that do not impact on their value, but simply annoy people. These are not really performance problems, per se. In assessing whether there is a real performance problem, a good question to ask is: "What effect does "it" have on the company, or work unit, in terms of goal achievement." Or, "If we do nothing about this "problem", will there be any negative outcomes?" Bacal & Associates – Performance Appraisal (June, 2006)

2.8.3 Causes of employee poor performance

Eby (2005), indicated that there are three main reasons for poor performance and these include communication, conditions and consequences. She stated that to determine whether poor communication is contributing to performance problems, there is the need for managers and supervisors to assess whether their employees are aware of what is expected of them and that this could be done by communicating to the workers through staff meetings, written announcements and one-on-one basis. Michele Eby also stated that maintained that managers should regularly offer feedback and walk the talk by ensuring

that their actions reinforce the company's priorities and values. According to her, "If you have done your job right, a poor performing employee, given an opportunity to improve, will view termination as the fitting outcome for failure to do so. But, if your employee is surprised, you didn't do your job well enough then, there was a breakdown in communication. The truth is that, as a manager, you have control over work performance. You influence your employees' work – good and poor - every day". She also stated that it's true, not every employee will improve. Maybe the job isn't right for that person. Or, maybe the employee just doesn't want to improve.

But before you give an employee their walking papers, you should know you did everything you could to help them succeed. And, the first step is trying to determine whether there is an underlying reason for the performance problem. To determine whether working conditions are contributing to performance problems, Michele Eby was of the view that managers should ask themselves whether their employees have enough time to succeed, have all the tools they need to succeed and lastly whether the employees are well trained to be able to carry out their jobs. To find out whether consequences are contributing to performance problems, Michele Eby believed that managers should let their employees know and understand that what they (employees) do matters the manager and that the manager should regularly offer praises and recognition for good work done. She, however, cautioned that managers should have the will to challenge employees to improve performance when necessary and communicate the consequences for failure to improve.

Bacal & Associates, (June, 2006) pointed out that when trying to identify the causes of poor employee performance it's absolutely critical that all the causes be examined. Even

something like "poor employee motivation", something that would appear on the surface to be related to employee characteristics, is heavily influenced by the work environment. A work environment can be frustrating or demoralizing, so apparent poor employee motivation can itself be caused by a poor working environment. According to them, the most common pitfalls for managers, when trying to identify the cause of a performance problem (diagnosing) involves making what is called a "attribution error". That is, they attribute the cause of the problem to the employee, in its entirety, assuming that the productivity problem is caused by a deficit in the employee and only a deficit in the employee”.

Of course, this can be true and accurate, but it can also be (a) completely wrong, or more likely (b) only partially accurate. The reality is that many performance problems occur as a result of the system in which the person works. For example, an employee may be less productive over time if the tools she or he is given are faulty, poor or inadequate. Certainly, that will not be the fault of the employee, and it's not something the employee can even control.

In many situations, performance problems are jointly caused. That is, the causes lie both with the employee and the environment or system and that includes managerial behaviour. It must be noted that managers should not rush to judgment and attribute a productivity problem solely to the employee. It's unfair to do so, and what's worse, you aren't likely to be able to fix the problem unless you also look at the work environment. When diagnosing performance look at employee factors as contributors and the bigger picture. Once there is a performance issue or performance problem with a specific employee, the very first step involves mapping out that problem in more detail. It's very helpful to know when the problem occurs, under what conditions, and the impact the problem has on your business or

work-unit goals and responsibilities. The more you understand the nature of the problem, the more likely you will be able to step in and help eliminate it (Bacal & Associates, June, 2006).

2.8.4 CONCEPTUAL FRAMEWORK OF EFFECT OF DISCIPLINARY PROCEDURES ON EMPLOYEE PUNCTUALITY AND PERFORMANCE

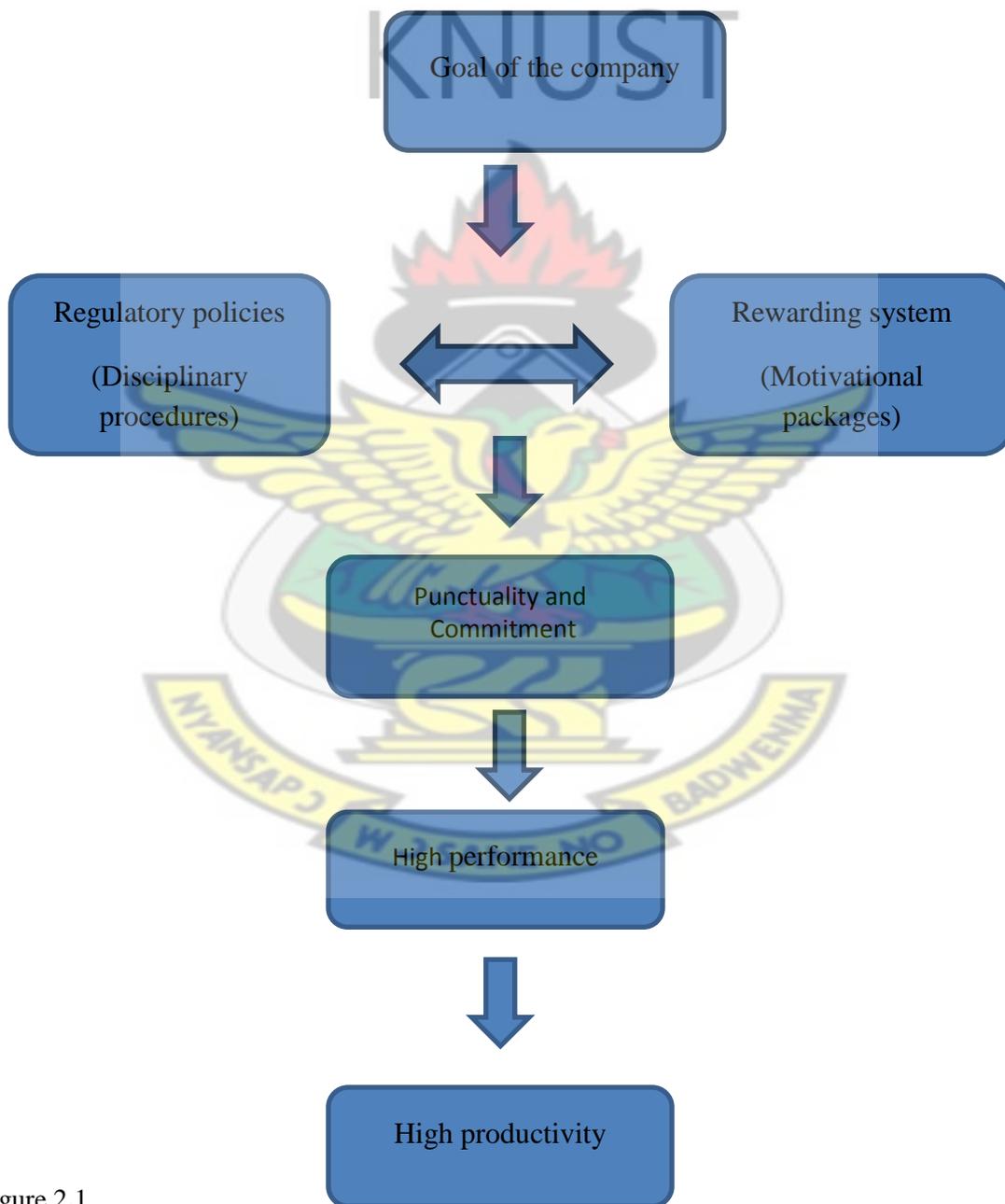


Figure 2.1

Source: Researcher's own construct

Figure 2.1 depicts a conceptual framework of discipline procedures on employees' punctuality and performance. The framework means that the company has a goal to accomplish. To achieve this, there is the need to put in place relevant rules and regulations as well as rewarding system which should stimulate the employees to exhibit positive behaviour. This in effect will enhance punctuality among employees and also impact on their performance and thereby boost productivity.



CHAPTER THREE

RESEARCH METHODOLOGY AND ORGANISATIONAL PROFILE

3.0 Introduction

This chapter presents the methodology adopted for the study in carrying out the study. The chapter basically answers the two main questions of how the data was collected and analysed. The chapter is divided into two main sections. The first part dealt with various sources of data, population size, sample size, data collection methods or instruments, tools for data analysis and method of data presentation. The second part dealt with the organisational profile taking into account the historical background of the organisation, main activities of the organisation, staffing situation and the organisational structure.

3.1 Data Source

The two sources of data namely primary and secondary data are discussed below.

3.1.1 Primary Source

Primary data is raw data being observed or collected directly from first-hand experience. Primary data is important for all areas of research because it is unvarnished information about the result of an experiment or observation. In other words, it is original research data in its raw form without any analysis or processing. The primary data was obtained from respondents by conducting survey in the form of questionnaire, interview and observation across Mining division, Processing division and Human Resource division. To enable the researcher gather the needed responses from the individual respondents, 37 primary structured questions were put before each junior staff respondent. Also, 14 structured questions were put before each senior staff, supervisors and managers.

3.1.2 Secondary Source

Secondary data is data that have already been collected for some other purpose which might have been processed and subsequently stored. There are three types of secondary data and these include documentary, survey and multiple sources. In order to address the research and objective questions of the study, the researcher also consulted a variety of secondary data sources from the organisation's (AngloGold Ashanti) database such as website, reports, newsletters, journals, and books.

3.2 Population

The target population for the study was 2111. The population was taken from three main areas of mining and processing and Human Resources divisions of AngloGold Ashanti Ltd, Obuasi Mine.

Table 3.2 Staff distribution

MINING	MALE	FEMALE	TOTAL
EXPATRIATES	4	0	4
SENIOR STAFF	164	0	164
JUNIOR STAFF	1314	3	1317
TOTAL	1482	3	1485
PROCESSING			
EXPATRIATES	4	0	4
SENIOR STAFF	111	3	114
JUNIOR STAFF	382	6	388
TOTAL	497	9	506
HUMAN RESOURCES			
EXPATRIATES	0	0	0
SENIOR STAFF	75	20	95
JUNIOR STAFF	14	11	25
TOTAL	89	31	120
GRAND TOTAL	2,068	43	2,111

Source: Researcher's Field Work, 2011

3.3 Sampling

The researcher's choice for sampling method was based firstly, on the large size of workforce in the mining, processing and Human Resource divisions of the organisation. Secondly, the three functional areas of mining and processing are quite distant apart. Besides, it was practically impossible for the researcher to cover the entire population of 4169 due to time and budget constraints, among others factors.

3.3.1 Sampling Technique

The researcher used quota sampling technique to collect data from the selected. Quota sampling is a type of stratified sample in which selection of cases within strata is entirely non-random of the population. The rationale of choosing the quota sampling technique was based on the premise that the researcher sample would represent the population and that all the relevant quota variables were known and available. In all, 211 employees were sampled which was made up of 126, 65 and 20 employees selected from mining, processing and Human Resource divisions, respectively. These quotas included both local and expatriate employees. The researcher also included all the female employees of the three divisions in the sample which constituted only 21.33% of the population.

Table3.3 Sample distribution

MINING	MALE	FEMALE	TOTAL
EXPATRIATES	4	0	4
SENIOR STAFF	45	0	45
JUNIOR STAFF	74	3	77
TOTAL	123	3	126
KNUST			
PROCESSING			
EXPATRIATES	4	0	4
SENIOR STAFF	22	3	25
JUNIOR STAFF	30	6	36
TOTAL	56	9	65
HUMAN RESOURCES			
EXPATRIATES	0	0	0
SENIOR STAFF	10	5	15
JUNIOR STAFF	2	3	5
TOTAL	12	8	20
GRAND TOTAL	191	20	211

3.4 Data Collection Instruments

The research instrument used for the collection of data for the study was questionnaire.

3.4.1 Questionnaire

The instrument which was used to collect data from the sample was questionnaire. The items in the questionnaire were constructed to elicit responses from expatriate staff, local senior staff and local junior staff. The questionnaire was made up of both closed and opened ended questions. With respect to the closed ended questions, alternative choices were provided for respondents to choose from. In the case of the opened ended questions, the

respondents were given the opportunity to express their views and suggest ways of handling certain challenges. The questionnaire was made up of items that were written in a simple and clear language to enable respondents have easy understanding. The researcher also spent ample time in explaining the motive and the importance of the study to the respondents.

3.5 Tools of Data Analysis and Presentation

The researcher used Microsoft Office to analyse and present the data. The Microsoft excel is software used for statistical analysis. It is a data management and analysis product that can perform a variety of data analyses and presentation of data function. Descriptive analysis was employed for the study. All the qualitative data were grouped, quantified and coded to facilitate counting of frequencies of responses that were given by respondents. 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. The data have been analysed through the use of frequency distributions, correlation, tables and figures, pie charts, bar charts and histograms, among others.

3.6 History of the Organisation

Mining in Obuasi started in March 1890 when three Cape Coast entrepreneurs - Joseph E. Ellis, Joseph E. Biney and Joseph P. Brown travelled across the river Pra into Adansi Kingdom for business. Whilst on their journey to Adansi Kingdom, they saw some local mineral prospectors who were working on the farm lands for the King of Ashanti Bekwai. The three men upon realising the potential of gold mining in the region, quickly became interested and so had to negotiate for some mining concessions of about 25,900 hectares in Obuasi. After the acquisition of the land for gold mining, they decided to abandon the

traditional method of gold prospecting which the locals were used to and rather introduced professional mining. They first named their property as the Ellis Mine, and followed up with the sinking of shafts or reefs and laid out interconnecting tunnels. In their resort to create a modern mine at Obuasi, they began to import some mining equipment from a London firm which was owned by Smith and Cade. As the mine grew in strength, there was the need to engage the services of a Mine Manager and so J.P. Wilson was employed. As the years went by, the need for capital injection in some level of expertise became paramount. Therefore, after operating the Ellis Mine for five (5) years, a major decision was taken to sell the company to foreigners for profit, (Ayensu, 1997). As the business relationship between Ellis Mine and equipment supplier in London became stronger, the Mine decided that Biney should carry along with him some gold exhibits to London to be shown to the supplier. The main aim of the exhibition was to examine the possibility of selling of the mine to the supplier. The whole idea of selling the mine did not materialise until Edwin Arthur Cade joined the firm as a partner after marrying one of the daughters of Smith. In August 1895, the sale went through successfully to Cade. Two years later Cade and his associates registered Ashanti Gold Fields Corporation (AGC) Limited in the city of London. After several years of gold mining by AGC Ltd in Ghana, it ventured beyond the source of Ghana and became an international company, with concessions in Guinea, Tanzania and Zimbabwe. Again, as the need for further capital injection became inevitable due to the desire to go into deep mining, AGC finally decided to go into a merger with another mining company in the mining industry. This dream became a reality and in April 2004, a new company called AngloGold Ashanti (AGA) was formed. The new company was the result of the merger of AGC Ltd of Ghana and AngloGold of South Africa. AngloGold Ashanti is

a global gold producer with 21 operations in 4 continents, namely; Africa, Australia, South America and North America. The company is listed on several stock exchanges including the New York, Johannesburg, London, Australian and Ghana Stock Exchanges. AGA presently operates two mine sites in Ghana which are located at Obuasi and Tarkwa in the Ashanti and Western regions, respective, (Ayensu, 1997).

According to Professor Ayensu (1997), the Obuasi Mine which is the focus of this research, is predominantly an underground gold mine with a depth of about 1.5km. It has the richest gold deposit in Ghana and was discovered in the later part of 1897 by a group of Europeans who later sold their rights to Edwin Arthur Cade, the founder of AGC. It has about 56km south of the Ashanti Regional capital - Kumasi. The deposit at Obuasi covers a distance of approximately 300km. There are four (4) active shafts and a ramp at the moment, which are the means through which the ore from underground is extracted, hoisted and transported to the treatment plants for processing. The shafts are linked by haulage system serving the various shaft stations. These stations are then fed by conveyors from ore passes to the haulage points. The Obuasi Mine has three treatment plants, namely:

- (a) Sulphide Plant, which treats the ore from underground
- (b) Tailings Plant which treats the material from reclamation operations
- (c) Oxide Plant batch which treats remnant open-pit ore and low-grade stockpiles.

Since gold mining at Obuasi started some hundred years ago, much of the ore bodied have already been mined. However, with the deeps project which is presently being implemented, it is expected that the useful life of the company's operations at Obuasi would be extended by yet another 35 years.

3.7 Main Activities

The main business of the Obuasi Mines is gold production. In order to achieve this goal, a number of activities must take place.

The major activities are; Exploration, Mining and Processing.

3.7.1 Exploration

Exploration is a function of the Mine Technical Service (MTS) department, which consists of the Geology, Survey, Evaluation and Mine Planning sections. Exploration is the first step in gold mining. It involves the research of the ore body that contains the gold. After the ore body has been identified, the area is evaluated and developed in order to make the ore body easily accessible, safe and ready for mining.

3.7.2 Mining

Mining is the process of extracting the ore from its natural source or location, once the ore body has been identified and developed adequately for extraction. It involves drilling, blasting, tramming and hoisting, skipping and hauling of the ore to the treatment plants for processing.

3.7.3 Processing

The bulk of gold processing at Obuasi is done by the Sulphide Treatment Plant (STP). Ore from underground to STP goes through three (3) stages namely; crushing, milling and floatation before the gold is finally extracted. The ore is first crushed into smaller pebbles and then milled into fine material then through floatation. The process of floatation involves the separation of the sulphide from the gangue material. The gangue material is thrown away as

waste material whilst the sulphide is taken through a process called biological oxidation (i.e. conversion of sulphide into liquid). The oxidized concentrate is then leached to absorb the gold onto carbon. This carbon is then dissolved under certain temperature and pressure levels before it is passed onto the gold room for electro winning, which is then smelted into gold bars ready for the market/export, (Ayensu, 1997).

3.7.4 Human Resources

The Human resources Division is headed by a Senior Manager – Administration/Deputy Managing Director and under the Senior Manager – Administration/Deputy Managing Director are: Industrial Relations Manager, Management Services Manager, Training Manager and Medical Services Manager. Human Resources Division performs the following major functions: Provision of advice and guidelines on policies implementation, provision of recruitment and selection services and conducting training and development services, (Ayensu, 1997).

3.8 Staffing Situation

AngloGold Ashanti Mines at Obuasi is made up nine (9) divisions as at January 2011. These are: Mining; Finance; Human Resources; Mine Technical Services; Processing; Projects; Safety, Health and Environment (SHE); Engineering and Sustainable Development. As at January 2012, the company had permanent staff strength of 4169. The staff cut across both Ghanaians (locals) and foreigners (Expatriates). The staff are dominated by males. The few female workers largely scatted around the surface working environment. This situation is primarily due to the physical and difficult nature of underground mining. The company is headed by a Managing Director and is assisted by his deputy and a personal assistant. Each

of the 9 divisions is headed by an Executive Manager whilst the various departments are being headed by a manager each. The departments are further divided into sections which are headed by Superintendents who are being supported by Senior Supervisors, Foremen and so on. The organisational structure of the company is the tall type. However, plans are far advanced to make it flat in line with the current restructuring. The current organisational structures of the AGA of Obuasi Mine, Mining and Processing divisions, which are the main focus of this study, are listed in the appendixes. Source -AngloGold Ashanti data based, Dec. 2011.

3.9 Policies on discipline and disciplinary procedures

AngloGold Ashanti, Obuasi Mine, has developed a code of discipline which contains schedule of offences and relevant punishments or actions. The code consists of three schedules with their respective sections and these schedules include schedules 1, 2 and 3. Schedule 1 Cases require Security Investigations. The offences under schedule 1 are classified as serious misconduct and are dismissal offences but this can only be done after investigation. Before the accused is investigated by the Investigations section of the Security department, the Accused will have to be interdicted to enable effective investigations to be conducted and when findings are established, the Investigators will make their recommendations to the Central Disciplinary Committee (CDC) for further investigations after which the CDC forwards its recommendations and that of the Security Investigators' to the Senior Manager – Administration/Deputy Managing Director to determine the final actions to be taken. Please, refer to Appendix 3. Source – Researcher's field work.

Schedule 2 is made up of A and B which also follows suit as schedule 1 in terms of procedures but punishment can sometimes be waved to suspension for a period of not more

than three months or **final warning** for any of the offences under **schedule 1 or 2** where Management considers there are mitigating circumstances.

Under schedule 3, all cases are handled at overseer/ Head of Department level and offenders are awarded with official warnings when found guilty of the offences except careless Driving (Schedule 3.14),(Abugri, December 2011). Please, refer to Appendix 2.

KNUST



CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0. Introduction

This chapter made up of data presentation, analysis and discussion of data collected from mining, processing Human Resources divisions of AngloGold Ashanti Limited, Obuasi which were selected for the study. The data was separated into Ghanaians, expatriates, senior staff, junior staff, males, females, of mining, processing Human Resources divisions in order to analyse their individual and collective impact on the effect of discipline on employee punctuality and performance in AGA. Again, the analysis is in two parts; the first part is the analysis of the responses from the junior staff and the second part is that of managers/supervisors/senior staff. The data have been analysed and presented in tables, pie charts and bar charts. Out of a total of sample of 211, 170 responded, representing 80.56%.

4.1 Nationality of Respondents

The respondents were grouped as either Ghanaians or Expatriates and the data analysed and Presented in figure 4.1 below.

Table 4.1 Nationality of Respondents

Nationality	Frequency	Percentage	Cumulative Percentage
Expatriates	2	1.18	1.18
Ghanaians	168	98.82	100
Total	170	100	

Source: Researcher's field work

From table 4.1 above, out of a total of 170 valid respondents, 168 (98.8%) were Ghanaians while only 2 (1.18%) were expatriates. Figure 4.1 has also indicated that majority of the workforce of AGA, Obuasi Mine, are Ghanaians which confirmed the company's localisation policy of employing more from the mining countries in which the operations take place.

4.2 Gender Distribution of Respondents

The respondents were analysed and the results presented in Table 4.2 below.

Table 4.2 Gender Distribution of Respondents

Gender	Frequency	Percentage %	Cumulative Percentage
Males	163	95.88	95.88
Females	7	4.12	100
Total	170	100	

Source: Researcher's field work

Table 4.2 shows that out of 100% responses received, 163 (95.88) of the respondents represented males whilst 7, (4.12%) also represented females. This confirms the perception that mining is a male dominated industry and that females generally do not like working in the mining industry. The analysis also explains why no woman is currently occupying any senior management position in AngloGold Ashanti Obuasi Mine as at the time of the research.

4.3 Job Classes of Respondents

The job classes of the respondents were analysed to determine whether they were junior or senior staff and also which of these two job classes was dominant in the company. The summary of the responds are shown in table 4.3 below.

Table 4.3 Job classes distribution of respondents

Respondents status	Frequency	Percentage %	Cumulative percentage
Junior staff	120	70.59	70.59
Senior staff	50	29.41	100
Total	170	100	

Source: Researcher's field work

Table 4.3 has shown that out of the population of valid respondents, 50 (29.41%) represented senior staff whilst 120 (70.59%) were junior staff. This meant that majority of the employees were at the operational level at the time of this research.

4.4 Marital Status of Respondents

The marital statuses of the respondents were analysed and the results shown in the table below indicated that most of the workers at the three divisions were married.

Table 4.4 Marital Status of Respondents

Marital status	Frequency	Percentage (%)	Cumulative percentage
married	145	85.29	85.29
single	18	10.59	95.88
divorce	7	4.12	100
total	170	100	

Source: Researcher's field work

From the table above, 85.29% of the valid respondents were married. Besides, 10.59% were singles but the analysis also portrayed that those had married but divorced were 4.12%.

4.5 Divisional Distribution of Respondents

An analysis of the divisional distribution of the respondents indicated that most of the respondents were in the Mining division 95 (55.88%) followed by 57 (33.53%) respondents in Processing division whereas 18 (10.59%) of the respondents also work in Human Resource division. The analysis depicts that Mining and Processing are core business of AngloGold Ashanti whereas Human Resource remains a service provider

Table 4.5 Divisional Distributions of Respondents

Divisional Distribution	Frequency	Percentage %	Cumulative Percentage
Mining	95	55.88	55.88
Processing	57	33.53	89.41
Human Resource	18	10.59	100
Total	170	100	

Source: Researcher's field work

Again, the analysis on table 4.5 above confirms that more hands are required for mining than is being required by Processing Division and Human Resources division. It also confirms that Processing and Human Resources Divisions are better structured in terms of their activities than is required by Mining. Again the result depicts that mining is still labour-intensive than any other division of the mine.

4.6 level of education of respondents

Level of Education Distribution of respondents were analysed and the results presented in Table 4.6 below.

Table 4.6 Level of education

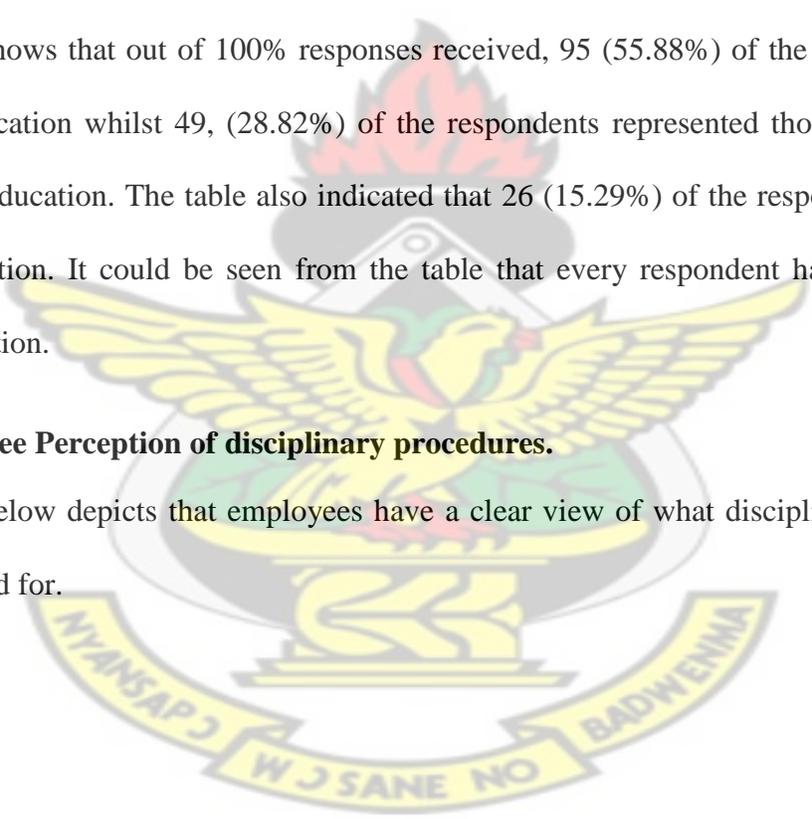
Educational Level	Frequency	Percentage %	Cumulative Percentage
None	0	0	0
Basic	26	15.29	15.29
Secondary	49	28.82	44.11
Tertiary	95	55.88	99.99
Total	170	100	

Source: Researcher's field work

Table 4.6 shows that out of 100% responses received, 95 (55.88%) of the respondents had tertiary education whilst 49, (28.82%) of the respondents represented those who obtained secondary education. The table also indicated that 26 (15.29%) of the respondents received basic education. It could be seen from the table that every respondent have had at least, basic education.

4.7 Employee Perception of disciplinary procedures.

Figure 4.1 below depicts that employees have a clear view of what disciplinary procedures are instituted for.



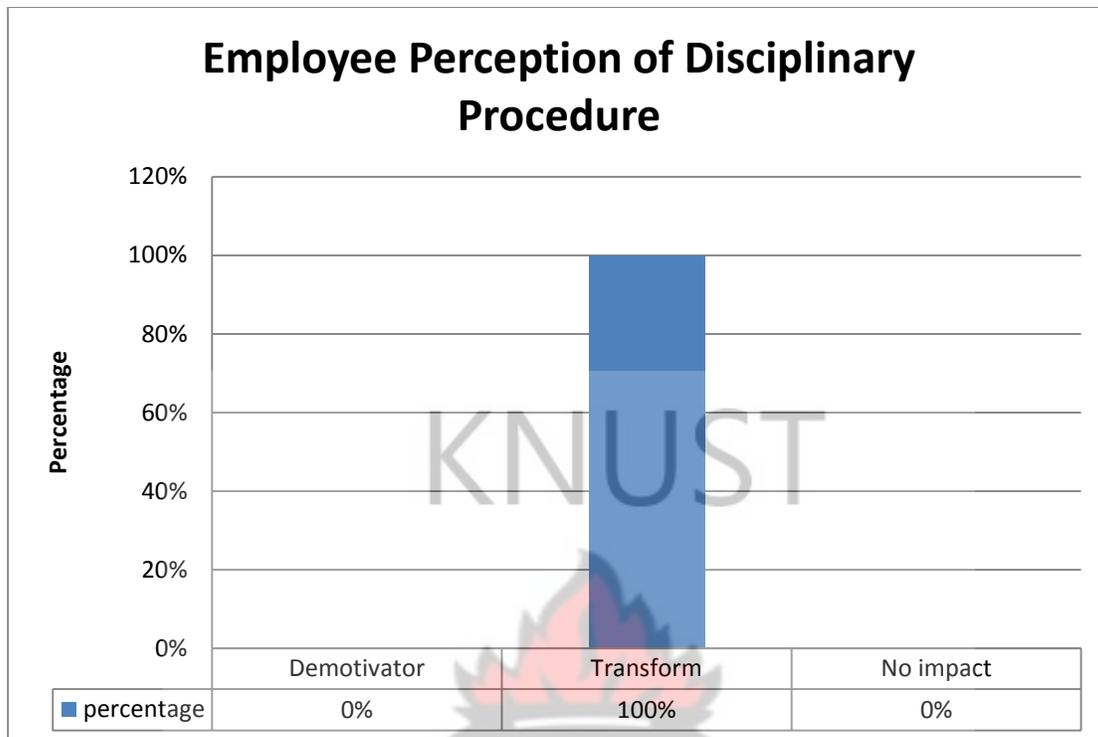


Figure 4.1 Employee Perception of disciplinary procedures.

Source: Researcher`s field work

The graph above indicates that the entire employees that responded to this question believe that disciplinary procedures are meant to transform employees positively to fit into the working environment as well as wherever they find themselves. Again where there is positive employee behaviour, there is a huge potential for job satisfaction which will eventually lead to higher productivity. This goes to debunk the idea that disciplinary procedures aims at punishing offenders of rules and regulations.

4.8 Relationship between punctuality and performance

Figure 4.2 below establishes the extent to which punctuality is impacted on performance. The relationship shows that out of total respondents who answered this question posed to them, 155(92.36%) responded that there is a positive relationship between the two variables.

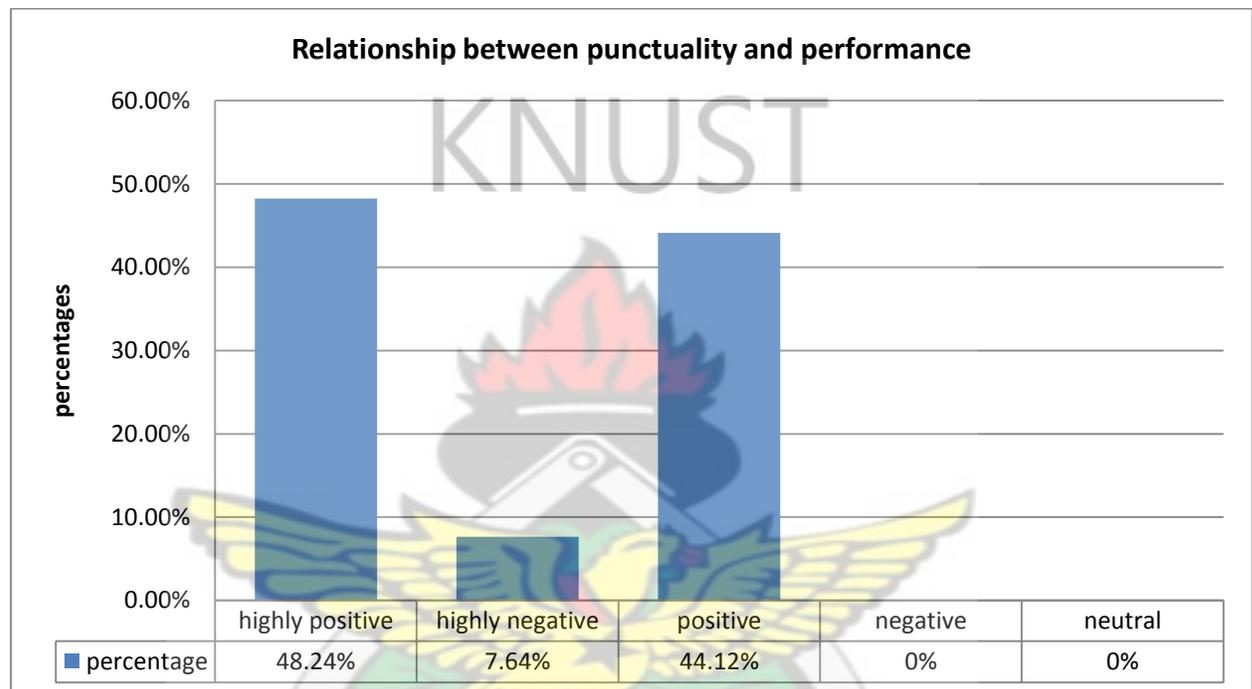


Figure 4.2 Relationship between punctuality and performance

Source: Researcher's field work

However 15 (7.64%) responded that there is an inverse relationship between punctuality and performance. Thus, punctuality is impacted negatively on performance as indicated on figure 4.2 above. The above analysis indicates that punctuality and performance have a positive correlation that as punctuality increases, employee performance also goes up. Again, this presupposes that disciplinary procedures should be tailored to enhance punctuality and performance driven goals. This will clear any notion of doubts in the minds of the employees. However, if managers and employees see disciplinary actions as

punishment, it will have negative impact on performance in the long run and for that matter, productivity will suffer.

4.9 Effectiveness of disciplinary procedures

Figure 4.3 below shows how employees view the effectiveness of disciplinary procedures implementation on the mine. Whereas 50(29.29%) respondents believe that disciplinary procedures are effective, 6(3.35%) employees believe that disciplinary procedures highly ineffective.

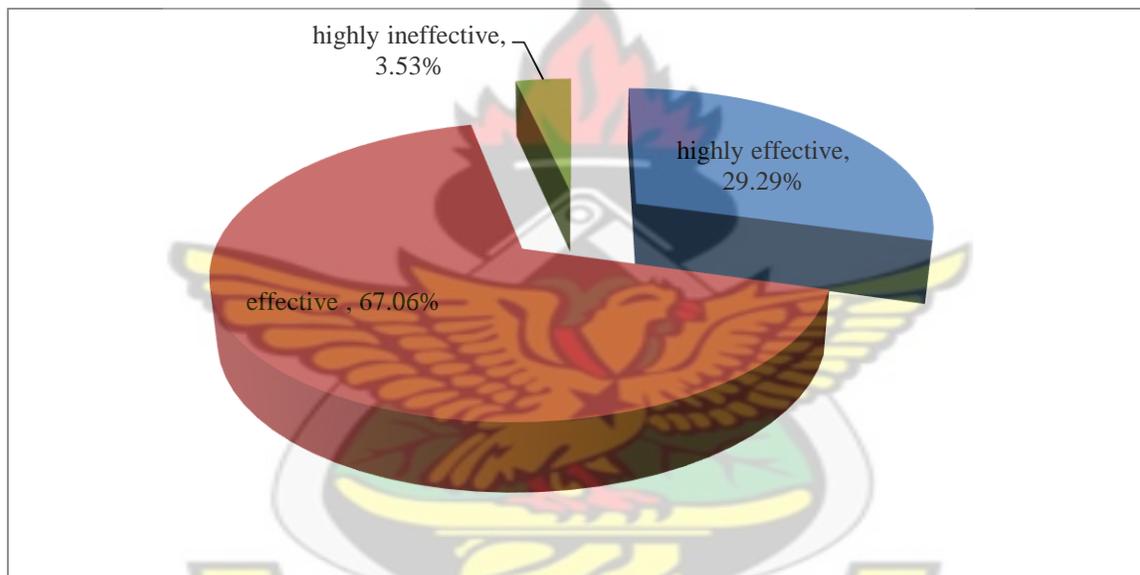


Figure 4.3, Effectiveness of disciplinary procedures

Source: Researcher`s field work

The analysis also shown that, 114 (67.06%) of the total respondents indicated that disciplinary procedures are highly effective. In effect, majority of the employees have strong believed in the disciplinary procedure implementation. However,some employees presuppose that, there are some impediments that prevent full realization of disciplinary

procedures on the mine. On the score of this, it can be said that a highly effective disciplinary procedures will go a long way to achieve expected performance.

4.10 Challenges of disciplinary Procedure

Figure 4.4 below depicts what normally impedes effective disciplinary procedures in AngloGold Ashanti mine –Obuasi. Among the challenges, the greatest of all was said to be union interference 70(41.18%). Besides, the analysis also pointed out that 45(26.47%), consider union interference, inconsistency in management’s decision making and inadequate education or communication by management as challenges of disciplinary procedures in AngloGold, Obuasi Mine. Also, 15 (8.82%) of the total respondents said that inadequate education or communication militates against effective disciplinary procedures in the organisation.

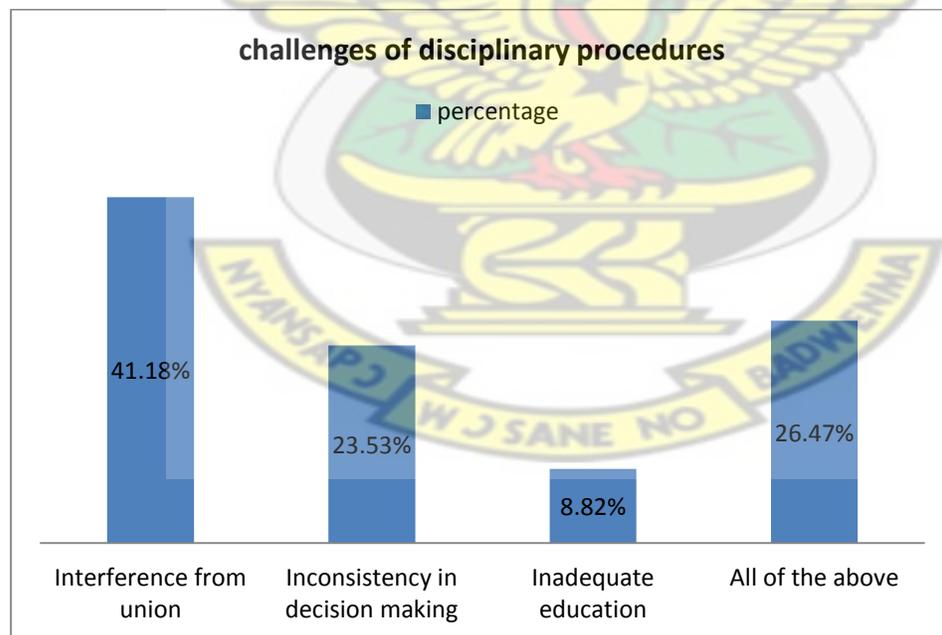


Figure 4.4 Challenges of disciplinary procedures

Source: Researcher`s field work

From figure 4.4 above, another group of respondents 42 (23.53%) of the total respondents were of the view that inconsistency in decision making on the part of the implementers was found to be the third force among the challenges. This indicates that disciplinary procedures are not effective on the mine because some of the rules are bent to favour a certain class of people. Again it shows that the employees, even though believe disciplinary procedures are to transform behaviour, it will eventually be defeated when employees lose confidence in it due to the above factors of impediments.

4.11 Recommended Measures to address challenges of disciplinary procedures

With regard to disciplinary procedures, employees have suggested the following measures to address the challenges that hinder the smooth implementation of disciplinary procedures in the organisation. The respondents 65 (38.23%) were of the opinion that education of workers on disciplinary procedures and its associated actions will help make disciplinary procedures effective. Please, refer to figure 4.5 below.

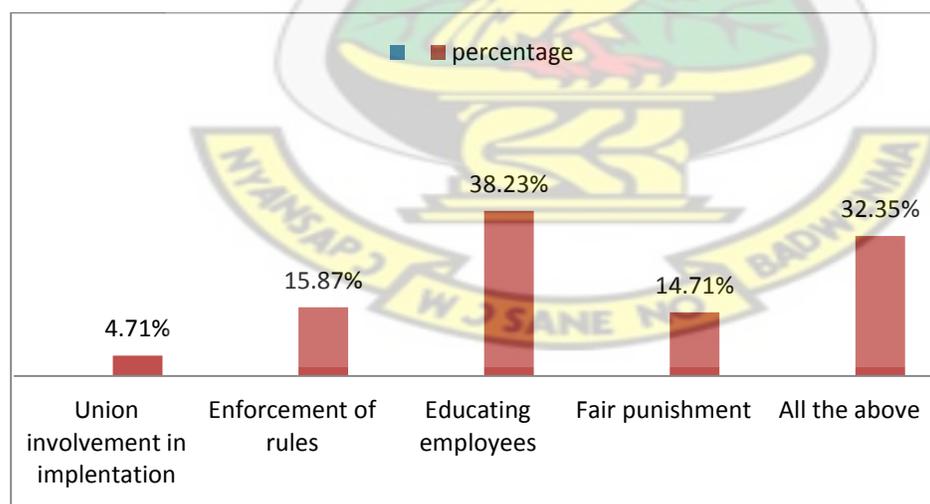


Figure 4.5 Recommended Measures to address challenges

Source: Researcher's field work

Besides, 32.35% of the respondents believe that a host of factors such as union involvement, enforcement of rules and education of employees on disciplinary procedures were the right measures overcome those challenges of disciplinary procedures in AngloGold Ashanti, Obuasi Mine. Union involvement was the least recommended by respondents.

4.12 Impact of disciplinary procedures on performance.

Disciplinary procedures are meant to reform unacceptable behaviours of employee performance. It is in this direction that 121(71.18%) said there is a positive impact of disciplinary procedures on employee performance. Again, 46 of the respondents representing (27%) also confirmed that disciplinary procedures have a higher positivity with performance. It was, however, noted that 4(2.35%) respondents were indifferent as to whether there was any relationship between the two variables.

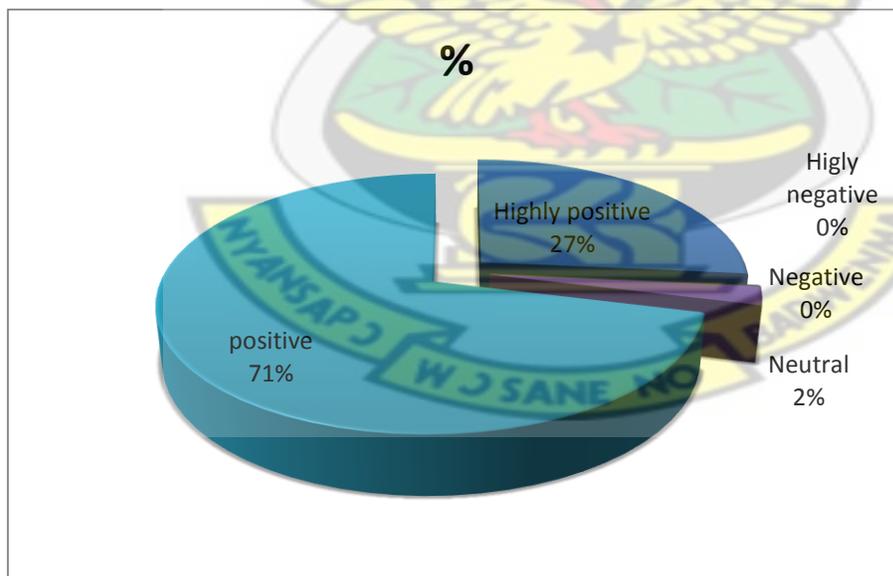


Figure 4.6 Impact of disciplinary procedures on employee punctuality

Source: Researcher`s field work

The figure above shows that almost all the respondents 166(97.65%) were of the view that there is a positive correlation between disciplinary procedures and punctuality. This suggests that for management of AngloGold Ashanti, Obuasi mine to achieve its goals and objective, there is the need to ensure effective disciplinary procedures.

4.13 Factors that account for fairness in Disciplinary Procedures

Out of 170 respondents, 111 (65.29%) responded favourable that for disciplinary procedure to achieve its objective on the mine, adequate notice and hearing should be given to employees at the right time. It was also made clear that before any disciplinary action could be administered to employees, the accused employees should be given the platform to defend themselves as portrayed in figure below.

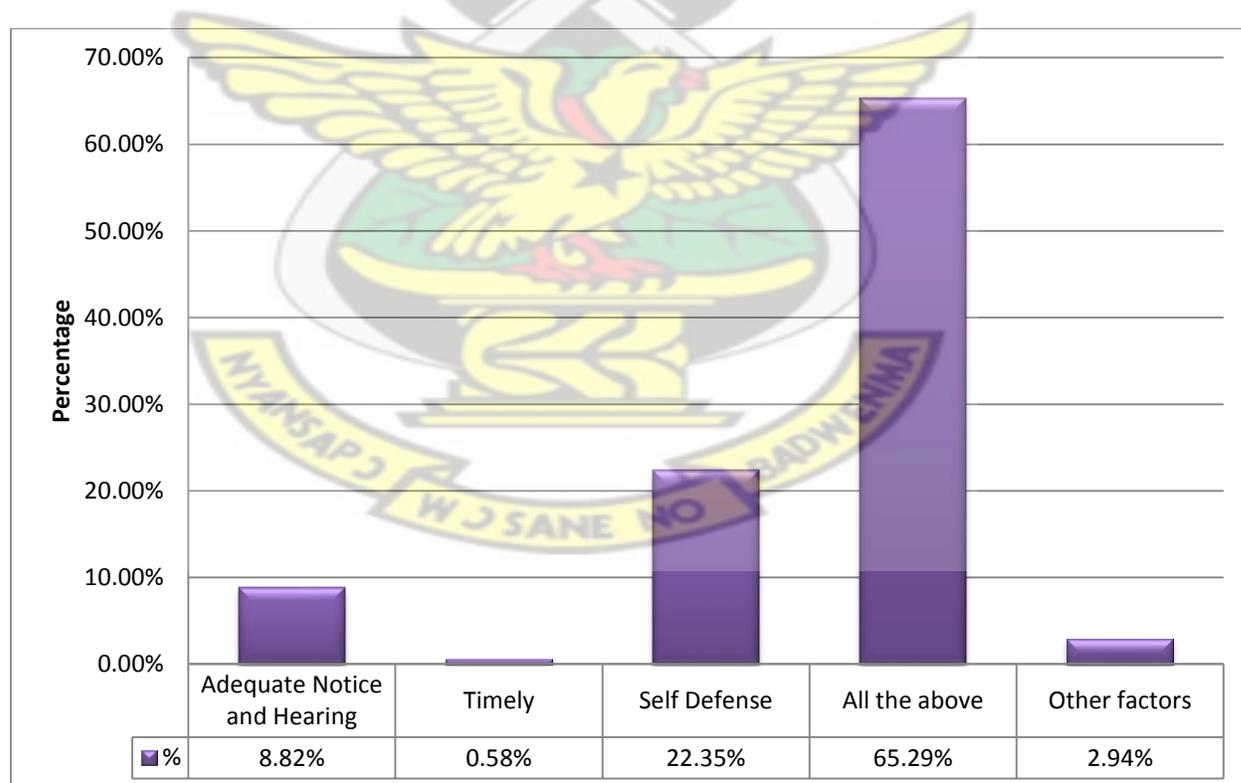


Figure 4.7 Factors that account for fairness in Disciplinary Procedures.

Source: Researcher`s field work

Figure 4.7 above clearly depicts that 15(8.82%) of the respondents believe that adequate notice and hearing should be given to employees on disciplinary issues. The respondents 38 (22.35%) want self-defence so as to express themselves. On timing of disciplinary procedures one respondent, 1(0.58%) was of the view that inappropriate timing of disciplinary action was hindering fair process.

4.14 The need for Disciplinary Procedures.

An environment devoid of discipline will breed chaos. With regard to this, employees were asked this question for which 10(5.88%) respondents believe that disciplinary procedures are put in place to Empower Managers and Supervisors whereas 3(2.94%) believe that other host of factors account for why disciplinary procedures are instituted.

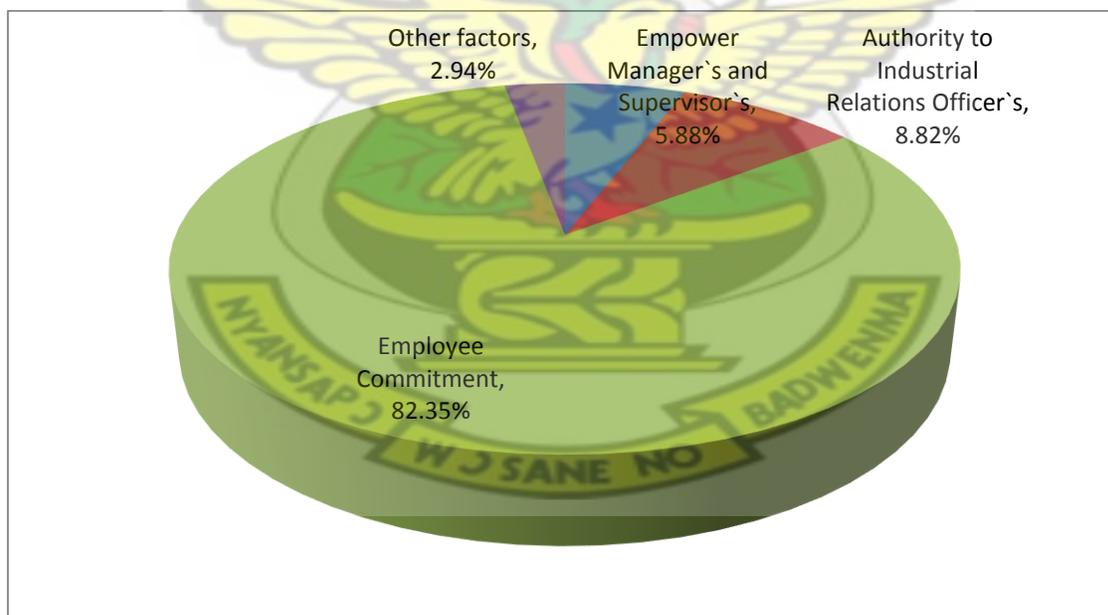


Figure 4.8 The Need for Disciplinary Procedures

Source: Researcher's field work

Respondents totalling 15(8.82%) were of the view that disciplinary procedures are put in place to give authority to industrial relations officers to sanction employees. However, Figure 4.8 above shows that majority of the respondents 140(82.35%) believe that disciplinary procedures are put in place to get employees' commitment to their job. For an organisation to achieve its goal(s), employee commitment to the organisation in terms of punctuality and performance are very essential. The respondents believe that when these factors are in place, industrial peace and productivity will be harnessed.

4.15 Causes of Tardiness

Tardiness is a challenge to punctuality, performance and productivity in every organisation. To determine the causes of tardiness, as many as 146(85.88%) respondents did agree that job dissatisfaction, low job involvement and lack of organisational commitment weresome of the main causes of tardiness while 24(14.12%) respondents opposed the idea that there were other factors that caused employee tardiness.

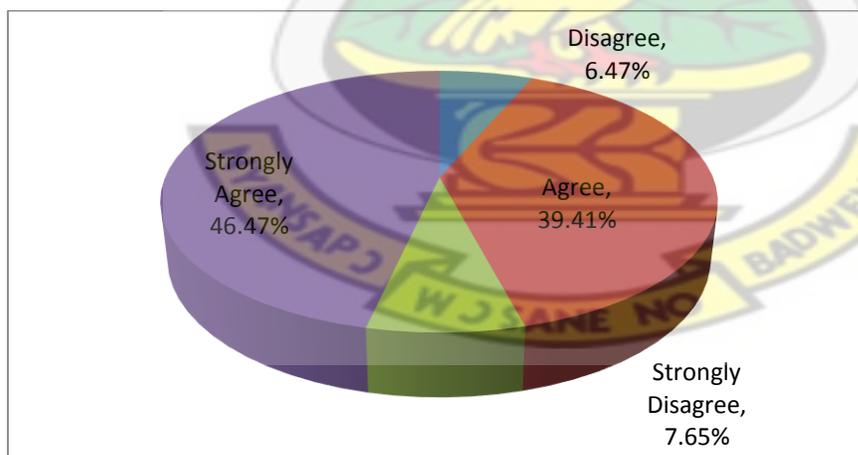


Figure 4.9 Causes of Tardiness

Source: Researcher's field work

They stated that lack of motivation in terms of incentives and promotion were attributed to employee tardiness. It was also stated that the practice of preferential treatment by some managers in a department can send a signal to those employees who have been discriminated against to adopt a work to rule attitude.

4.16 Measures to discourage tardiness

Respondents responded favourably to the question as to how to curb tardiness. Out of the total respondents, 63 (37.06%) were of the view that management could address tardiness by coaching employees on tardiness and providing spot bonuses to employees who have perfect and punctual attendance records. They also wished that management could institute a system of rewards or institute sanctions depending on the situation to overcome tardiness.

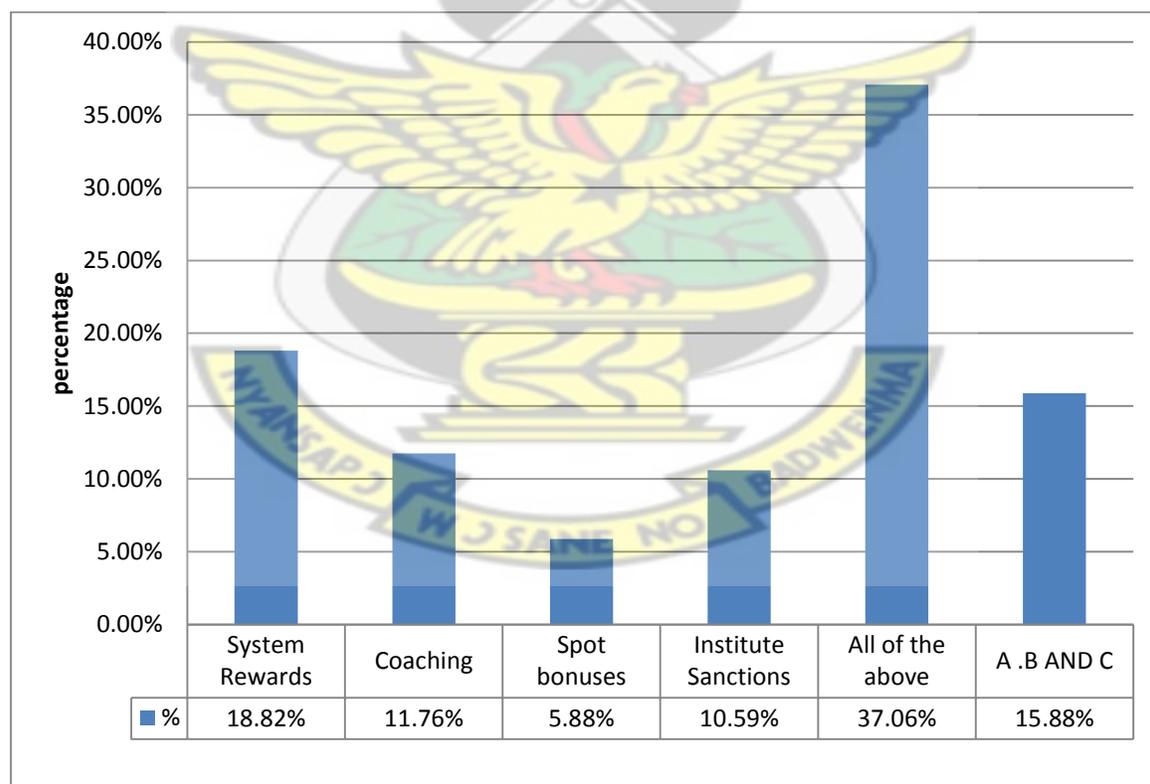


Figure 4.10 Measures to discourage tardiness

Source: Researcher`s field work

About 32 (18.82%) respondents suggested that proper reward systems at the work place will provide solutions to overcome most of the negative attitudes shown at the work place. Again 27 (15.88%) respondents were of the opinion that a system of rewards, coaching, and spot bonuses are the right measures to help curb tardiness in the organisation. However, 20 (11.76%) of the respondents believe employee coaching was the best way to overcome tardiness while 18 (10.59%) suggested that Management should institute sanction to deal with employees who are found culpable. Other respondents 10 (5.88%) preferred that management should pay spot bonuses to employees who are punctual.

4.17 Improvement of Disciplinary Procedures on Punctuality

Disciplinary procedures must be administered fairly and effectively to address the concerns of work place lateness and poor performance. Such disciplinary procedures must be standardised in their application. Views were sought from respondents on the need to improve disciplinary procedures and its aftermath impact on punctuality.

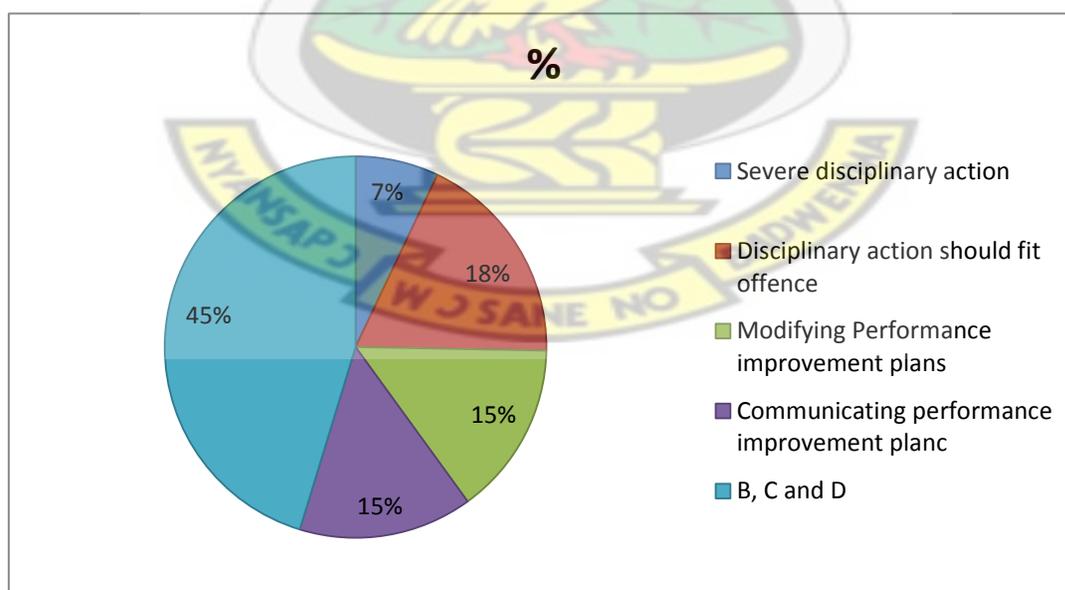
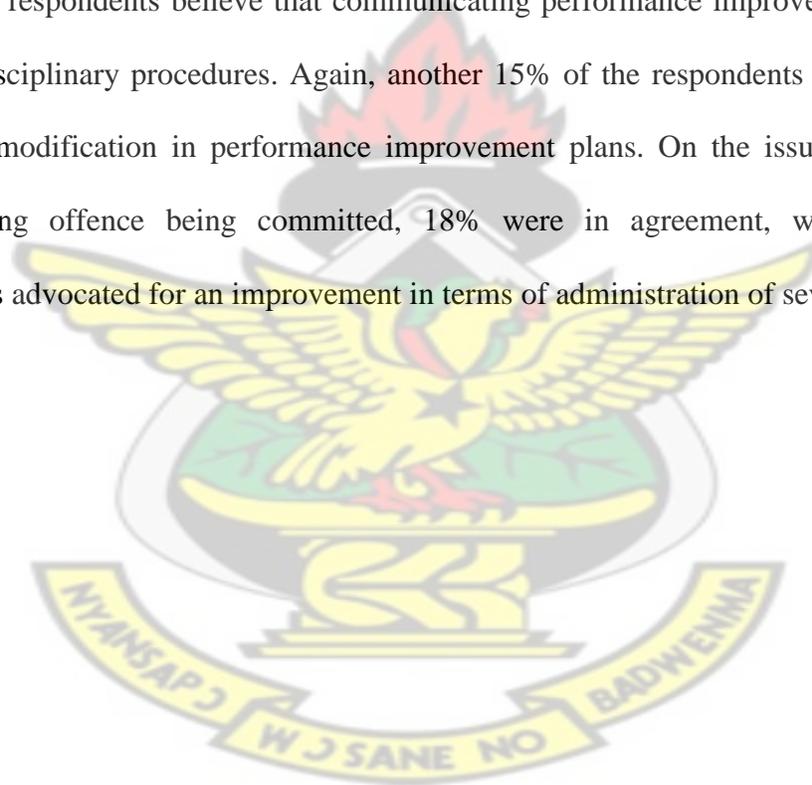


Figure 4.11 Improvements in Disciplinary Procedures on Punctuality

Source: Researcher's field work

Out of 170, 76 (45%) of the respondents stated in figure 4.11 above that for management to apply disciplinary procedures to fit the offence(s) being committed, there should be a modification in performance improvement plans and that these performance improvement plans should be communicated to the workers. According to them, this will ensure high punctuality at work, higher performance and consequently employee punctuality and performance could have a rippling effect on productivity. Additionally,

15% of the respondents believe that communicating performance improvements plans will improve disciplinary procedures. Again, another 15% of the respondents agreed that there should be modification in performance improvement plans. On the issue of disciplinary action fitting offence being committed, 18% were in agreement, while 7% of the respondents advocated for an improvement in terms of administration of severe action.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter deals with summary of findings of the study and general conclusions reached in the study. The section also include recommendations which, when applied appropriately it would enable the concerned authorities make amendments in areas they fall short and also improve upon areas where they function well.

5.2 Summary of findings

The following were the findings of the study from both supervisors/managers and employees.

5.2.1 Disciplinary procedures and challenges

The study established that disciplinary procedures do exist in AngloGold Ashanti (AGA) Ltd, Obuasi Mine. From the responses and the analysis, the respondents maintained that many forms of disciplinary procedures are administered and that most employees are aware of the existence and application of those procedures.

On the effectiveness of disciplinary procedures, the study confirmed that disciplinary procedures at AngloGold Ashanti were effective and some respondents were even of the view that the procedures were highly effective.

Again, the research revealed that despite the existence of disciplinary procedures and the level of effectiveness of those procedures in AngloGold Ashanti, Management sometimes

faces some challenges such as inability of management to educate workers on disciplinary issues, inconsistency in the application of disciplinary procedures and above all unnecessary interruption by the union which becomes a big challenge on how management can co-exist peacefully with the unions.

The study further discovered that unfair and inconsistent application of disciplinary procedures most often caused some kind of displeasure to the affected workers and their co-workers or sympathisers.

5.2.2 Impact of disciplinary procedures on punctuality and performance

The study portrayed that there is a positive impact of disciplinary procedures on punctuality if only those procedures are administered fairly by ensuring that those procedures fit the offence(s). It was, however, pointed out by respondents that workers become demotivated and discouraged from their efforts when disciplinary procedures are carried out unfairly and inconsistently.

The study also established that disciplinary procedures have a positive correlation on employee performance if management tailors disciplinary procedures on employee punctuality and performance driven goals. The findings maintained that if this is done, it will clear any notion of doubts in the minds of the employees and managers. On the other hand, if employees and managers see disciplinary actions as a punishment, it will have a negative impact on punctuality and performance in the long run and for that matter, productivity will suffer.

5.2.3 Relationship between punctuality and performance

The findings indicated that there is a positive relationship between the two variables – employee punctuality and performance. It was made clear that the more an employee is punctual at work, the more his performance goes high, all things being equal.

However, it was also discovered that with the development of technology, punctuality in terms of physical appearance at one's office is not necessary, since one can be at home and still work and meet deadlines.

The study also pointed out that low satisfaction, lack of organisational commitment and low job involvement are some of the causes of tardiness. Other factors that could cause tardiness are lack of motivation in terms of promotion and preferential treatment by some managers against some of their team members.

5.2.4 Improvement of employee punctuality and performance

The study revealed that management should endeavour to administer fair disciplinary procedures. To administer fair disciplinary actions, respondents were of the view that disciplinary procedures must fit offences.

It was indicated that management should modify performance plans and communicate those plans to workers. Again, the study maintained that there is inadequate education of workers on disciplinary issues.

5.3 Conclusion

It is highly believed that effective disciplinary procedures have the tendency to ensure the existence of a harmonious work environment for the organisation and its employees to

achieve effectiveness, efficiency and a higher level of productivity. Since the organisation cannot function effectively without discipline, in the same vein, the organisation cannot function well without effective employee job performance. On the score of that, the unifying force is to administer effective disciplinary procedures. Once the two players (Management and employees) continued to play in the field of employment, it must be said that disciplinary procedures and their challenges; the effect of disciplinary procedures on employee punctuality and performance; the relationship between employee punctuality and performance; and improvement of employee punctuality and performance are very crucial issues in AGA.

The study examined the disciplinary procedures at AngloGold Ashanti, Obuasi Mine. The study had a general objective captioned, “To explore the effect of discipline on employee punctuality and performance at AngloGold Ashanti”. The study also sought to find out certain specific objectives such as disciplinary procedures and their challenges at AngloGold Ashanti, the impact of disciplinary procedures on employee punctuality and performance, the relationship between punctuality and performance, how disciplinary procedures can improve employee punctuality and performance as well as to make recommendations. Findings revealed that indeed, disciplinary procedures have a positive impact on employee punctuality and performance. Effective disciplinary procedure is an essential communication tool from management to employees when the need arises. Its purpose is to reform employees from unacceptable employee behaviour or unacceptable employee performance and on the basis of that, due process must be followed without prejudice. The study further indicated that there is a positive relationship between employee

punctuality and performance. In a broader sense, punctuality is very important in every activity of mankind because time once lost can never be gained.

Touching on disciplinary procedures and their challenges at AGA, the study discovered that a greater proportion of respondents had identified unfair and inconsistent application of disciplinary procedures, lack of education on disciplinary issues and above all interference from unions as some of the challenges that they felt affected effective discipline negatively. They expressed the need for management to address those challenges.

5.4 Recommendations

On the basis of the findings, the researcher makes the following recommendations.

5.4.1 Employee Communication

The outcome of the research has shown that discipline in AngloGold Ashanti has the potency of enhancing employee punctuality and performance even though some challenges have been identified. It is therefore recommended that management should continue to improve upon what has so far been achieved. This could be done by taking preventive measures in setting clear expectations on employee behaviour and performance and ensure that written policies, procedures and work rules regarding discipline are made communicated to employees through employee handbook.

5.4.2 Administering fair disciplinary procedures

The study has proved that the impact of disciplinary procedures on punctuality and performance was positive. However, the results of the study also pointed out that workers become demotivated and discouraged from their efforts when disciplinary procedures are

carried out unfairly and inconsistently. It is therefore recommended that management should endeavour to administer fair disciplinary procedures by following due processes so as to create a harmonious work environment for the parties of employment.

5.4.3 Enforcement of rules and regulations of punctuality

The study has revealed that there is a direct positive relationship between punctuality and performance. Employee punctuality is a degree of commitment to the job role, organisation and time management just to mention but a few. Based on these findings, the researcher recommends that apart from re-enforcing application of the Time and Attendance System, rules and regulations regarding attendance and punctuality, management should also institute a reward system for employees with perfect attendance and punctuality.

5.4.4 Improvement of employee punctuality and performance through disciplinary procedures

The research has identified lack of feedback and coaching/counselling and no provision of employee handbook. Respondents also pointed out that some disciplinary actions sometimes were unfair, inconsistent and did not also fit the offence(s) which according to them had accounted for the numerous court cases pending in courts against the company. The researcher therefore recommends that management should try and coach/counsel/educate workers on disciplinary procedures and other work related matters. Besides, there is the need for management to ensure that effective disciplinary actions are carried out in the organisation by following standard procedures without compromising fairness and consistency.

5.4.5 Suggestions for further research

It is evident from the study that only three (3) out of the nine (9) divisions were covered. Therefore, owing to the large size of the mine, resources and time constraints, the researcher could not conduct the study across the entire mine or tackled all the related areas of the topic, “The effect of disciplinary procedures on employee punctuality and performance”. He is therefore recommending future researchers to take up the challenge and conduct further study into the topic at AngloGold Ashanti.



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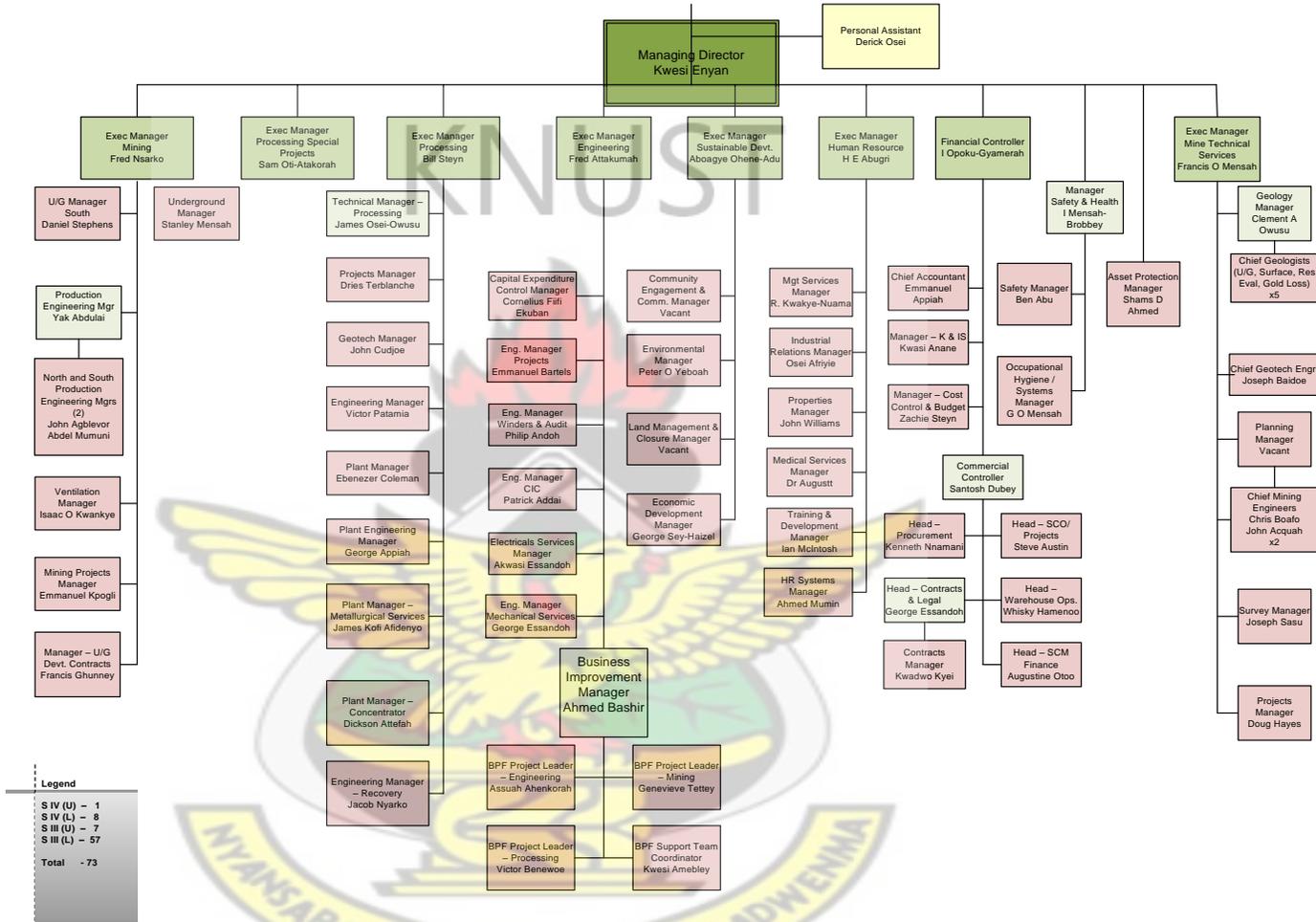
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APPENDIX 1

ORGANOGRAM OF ANGLOGOLD ASHANTI



APPENDIX 2

DISCIPLINARY CODE

Schedule of Offences and Relevant Punishments

- a. Cases requiring Security Investigations
- b. Cases that can be dealt with by Overseers

Heads of Departments through the normal disciplinary process involving union representatives and Industrial Relations Officers.

Schedule 1

Summary Discharge – not to be re-engaged

1. Stealing Gold Products
2. Attempting to steal and stealing company property of value.
3. Mashing Gold Product.
4. Possessing Gold Product or Mercury.
5. Going underground without authority.
6. Illegal Blasting
7. Possessing intoxicants underground
8. Overstaying underground for illegal purposes
9. Threatening and fighting underground
10. Physical assault underground
11. Bribing or corrupting security men
12. Refusing to carry out definite instruction

13. Fraud (Nature of offence to be specific)
14. Taking money underground and attempting to bribe Senior Officials or fellow employee/ receiving and attempting to receive a bribe.
15. Entering a stope without authority.
16. Falsifying Company documents
17. Loitering on wrong level underground for illegal purposes.
18. Breaking of Mining Regulations as specified by government mines inspectorate
19. Entering (plants) without authority
20. Entering a bricked-up area underground without authority

Schedule 2

Summary discharge

(A) Subsequent re-engagement possible

After 2 years

1. Taking money Underground/receiving money underground
2. Clocking and escaping from work
3. Physical assault connected with work
4. Theft of Company property value C50.00
5. Operating a company machine without authority or driving company vehicle without valid license
6. Failing to return underground lamp

(B) Subsequent Re-engagement Possible

After 1 year

1. Found on wrong level without reasonable excuse
2. Overstaying underground without reasonable excuse
3. Overstaying in the plant without authority
4. Entering without authority any fenced security area i.e. workshops stores etc
5. Negligence of duty
6. Causing damage to company property (Extent of damage to be stated- Fined as GM's discretion)
7. Misusing of company property
8. Insolence (Offence to be stated)
9. Loitering the plant without reasonable excuse

Suspensions

1. **SUSPENSIONS** for a period of not more than three months or **FINAL WARNING** for any of the offences under **SCHEDULE 1 OR 2** where Management considers there are mitigating circumstances.
2. A person's record and length of services would always be taken into account.

Schedule 3

Official warning

All causes under Schedule 3 should be handed at overseer/ Head of Department level except careless Driving (Schedule 3.14)

1. Failing to clock out
2. Breach of safety Regulations (To be specific)
3. Deliberate delay of work causing loss of production
4. Carrying cigarettes underground
5. Sleeping on duty (Unless specified as dismissal under mining regulations)
6. Smoking Underground
7. Leaving work before official closing time
8. Poor supervision of labour (Official warning)
9. Failing to carry out instructions (Specific instructions to be stated)
10. Negligence of duty
11. Causing damage to company property(Extent of damage to be stated-fine at GM's discretion)
12. Misuse of company property
13. Insolence(Offence to be stated)
14. Careless Driving
15. Malingering
16. Failure to attend breakdown which could affect production /safety
17. Persistent lateness at work

18. Submitting false report (If a witness to inspector of Mines or Management investigation)
19. Refusing to produce/surrender Badge number to an authorized person
20. Falsifying official documents (where offence is considered less serious than schedule 1.13)
21. Carrying out unauthorized jobs during working hours
22. Fighting
23. Skilled production service personnel who failed to attend week-end work having agreed in writing to do so

Prevalent offences under schedule 3 may after discussions with UNION, merit punishment under schedule 2.

If of a very serious nature on recommendation by Senior Head of Department, consider under Schedule 2 (B).

DISCIPLINARY PROCEEDURE FOR DRUNKENNESS AT WORK

An employee shall undergo a breathing test when required to do so by his supervision.

A breathalyzer test may be required under the following circumstances.

- i. Where the employer reports for duty suspected to be under the influence of alcohol.
- ii. where an employee is suspected to be under the influence of alcohol and such suspicion may be based on the appearance and / or condition – for example, slurred

speech, bloodshot eyes, unsteady gait-smell of alcohol OR the employees inability to drive/ operate or control company vehicle/ equipment properly on account of apparent drunkenness.

3. In all cases the following procedures shall be adhere to:
 - i. The employee shall be informed of the reasons he is being tested and barred from entering and escorting out of the workplace where necessary with the assistance of a security officer.
 - ii. The Industrial Relations Officer and the Union Shop Steward shall be informed immediately. During backshift (i. e. afternoon and night shifts), the manager, Industrial Relations Officer shall be informed as soon as possible.
 - iii. The employee shall be taken to the nearest First Aid Post or Hospital to undergo the breathalyzer test in the presence of Industrial Relations Officer/ or the Union Shop Steward during back shifts (afternoon and night shifts) any employee shall be taken as witness.
 - iv. if the employee is confirmed to be over the allowable limit, i. e. have an alcohol reading over 0.08%, he shall be discharged in accordance with MINING REGULATIONS SECTION 183-3 (AGA Disciplinary Code SCHEDULE 1-12)
 - v. Refusal to take a breathalyzer test shall attract the same penalty.
 - vi.

In case of accidents where the driver or operator of the Company vehicle equipment is suspected to be under the influence of alcohol shall be required to undergo a breathalyzer test and if confirmed, the relevant provisions of the Disciplinary Code for Driving offences shall apply.

POLICIES ON DISCIPLINE AND DISCIPLINARY PROCEDURES

AngloGold Ashanti, Obuasi Mine, has developed a code of disciplinary which contains schedule of offences and relevant punishments or actions. The code consists of three schedules with their respective sections and these schedules include schedules 1, 2 and 3. Schedule 1 Cases requires Security Investigations. The offences under schedule 1 are classified as serious misconduct and are dismissable offences but this can only be done after investigation. Before the accused is investigated by the Investigations section of the Security department, the Accused will have to be interdicted to enable effective investigations to be conducted and when findings are established, the Investigators will make their recommendations to the Central Disciplinary Committee (CDC) for further investigations after which the CDC forwards its recommendations and that of the Security Investigators' to the Senior Manager – Administration/Deputy Managing Director to determine the final actions to be taken.

Schedule 2 is made up of A and B which also follows suit as schedule 1 in terms of procedures but punishment can sometimes be waved to suspension for a period of not more than three months or **final warning** for any of the offences under **schedule 1 or 2** where Management considers there are mitigating circumstances.

Under schedule 3, all cases are handled at overseer/ Head of Department level and offenders are awarded with official warnings when found guilty of the offences except careless Driving (Schedule 3.14).

Appendix 3 - Questionnaire

KWAME NKURUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COLLEGE OF ART AND SOCIAL SCIENCES

KNUST SCHOOL OF BUSINESS

PREAMBLES

As part of the requirements for the award of a Master of Business Administration Programme at KNUST School of Business, Kwame Nkrumah University of Science of Technology, I am undertaking a study on the topic “The effect of disciplinary procedures on employee punctuality and performance.” The aim of the study is to find out how disciplinary procedures on employees can influence their punctuality and their job performance. I would greatly appreciate it if you could kindly fill out this questionnaire. This study is purely academic and as such your responses would be treated with strict confidentiality. Thank you.

BACKGROUND INFORMATION

INSTRUCTION: Please, tick (✓) against the appropriate answer where applicable

PART I - BIO- DATA

1. Sex
 - a. Male
 - b. Female
2. Age
 - a. 20 – 25 yrs
 - b. 26 – 30 yrs
 - c. 31 – 35 yrs

d. 36 yrs and above []

3. Religion

a. Christianity []

b. Islamic []

c. Traditionalist []

d. Other (Specify) []

4. Marital Status

a. Married []

b. Single []

c. Divorce []

d. Other (Specify) []

5. Number of Children

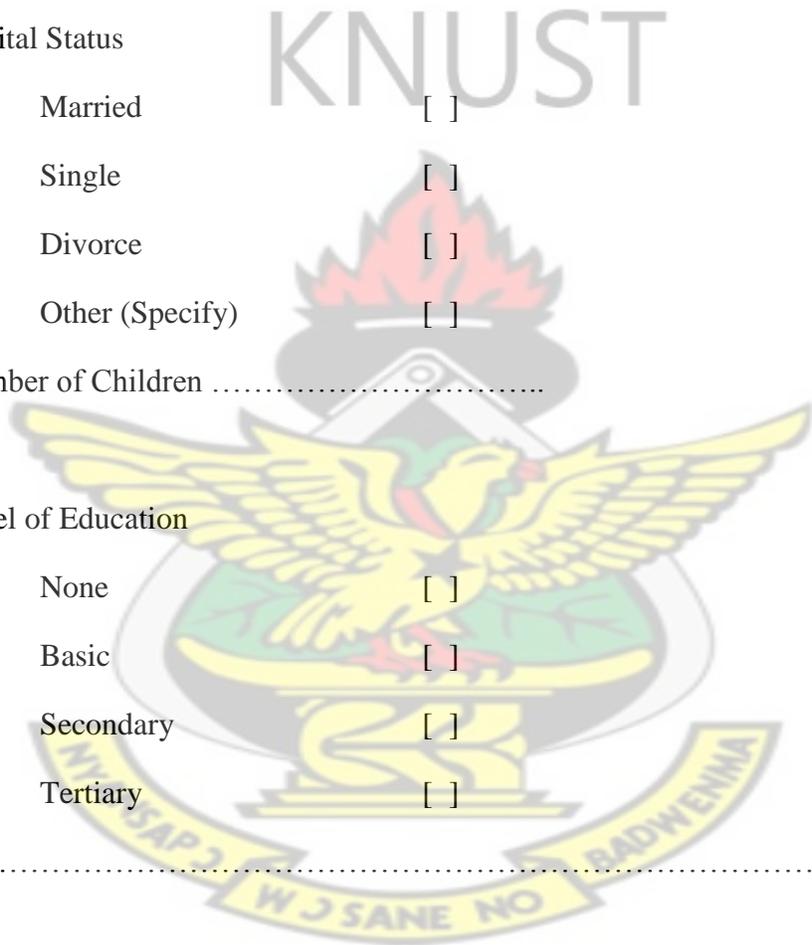
6. Level of Education

a. None []

b. Basic []

c. Secondary []

d. Tertiary []



PART II

1. Do you think disciplinary procedures or disciplinary action can improve employee punctuality?

a. Yes []

b. No []

2. If yes to question1, tick any of the under listed disciplinary procedures you know.

- a. Coaching []
- b. Verbal Warning []
- c. Absenteeism Warning []
- d. Official Warning []
- e. Suspension []
- f. Summary Dismissal []

KNUST

3. If no to question 1, tick any of the following reasons to justify why disciplinary action cannot improve employee punctuality.

- a. When disciplinary procedures are administered unfairly []
- b. When disciplinary procedures are administered to serve individuals' interests []
- c. When disciplinary procedures are applied inconsistently []
- d. All of the above []
- e. Others, please specify.....

4. What are the disciplinary procedures that exist at AngloGold Ashanti?

- a. Verbal Warning []
- b. Absenteeism Warning []
- c. Official Warning []
- d. Suspension []
- e. Summary Dismissal []
- f. All of the above []

5. Employees or their unions are involved in developing disciplinary procedures in AGA.

- a. Strongly agree []
- b. Agree []
- c. Strongly disagree []
- d. Disagree []

6. Employees in AngloGold Ashanti are well informed or educated about disciplinary procedures.

- a. Strongly disagree []
- b. Strongly Agree []
- c. Disagree []
- d. Agree []

7. What is your opinion about disciplinary procedures or actions?

- a. They demotivate employees []
- b. They transform employees when carried out objectively []
- c. They do not have any impact on employees []

8. Which of the following factors account for fairness in disciplinary procedures?

- a. Adequate notice and hearing must precede decision []
- b. Hearing must be timeous and employee must be informed of the charge []
- c. Employee must be present and allowed to make his defence []
- d. All of the above []

e. Others, (please specify)

.....

9. If you were a manager, what disciplinary procedure will you use to stop your subordinate from repeating unacceptable behaviour?

- a. Verbal Warning
- b. Official warning
- c. Final warning
- d. Absenteeism Warning
- e. Summary dismissal
- f. Others, (please specify)
-

10. Is there any need for disciplinary procedures in AngloGold Ashanti, Obuasi Mine?

- a. Yes
- b. No

11. One of the basic reasons for establishing rules and regulations in the form of disciplinary procedures in an organisation is to:

- a. Empower Managers and Supervisors
- b. Provide authority to IROs and the Union to punish offenders
- c. Encourage employee commitment to their jobs to achieve the organisation set targets

12. On what basis can disciplinary procedures demotivate (discourage) an employee?

- a. When the panel is properly constituted and the offender is found guilty
- b. When there is lack of fairness and inconsistency in applying discipline
- c. If the offender is found guilty but wants to be forgiven

13. How can disciplinary procedures transform an employee to an acceptable standard of performance and behaviour?

- a. When the Union is able to defend the employee []
- b. When the panel is properly constituted and the employee wins the case []
- c. When the employee objectively admits his fault and discipline is applied fairly []

14. Do you think disciplinary action can improve employee punctuality?

- a. Yes []
- b. No []

KNUST

15. How do workers react if disciplinary procedures are administered fairly?

- a. Remorsefully []
- b. Violently []
- c. Indifferent []

16. Do you think management faces any challenge(s) when carrying out disciplinary procedures in AGA?

- a. Yes []
- b. No []

17. What are some of the challenges faced by management of AGA when carrying out disciplinary procedures?

- a. Interference by the Union []
- b. Management Lack the will to carry out some disciplinary measures []
- c. Lack of consistency in the application of disciplinary procedures []
- d. Inability of Management to educate workers on disciplinary procedures []
- e. All of the above []

18. Which of the following measures will you recommend for management to put in place to address those challenges?

- a. Establishing rules and regulations regarding disciplinary procedures []
- b. Educating workers on disciplinary procedures []
- c. Enforcing those rules and regulations []
- d. By making disciplinary action fit the offence []
- e. All of the above []
- f. Others, (please specify)

19. In your opinion, what is the relationship between punctuality and performance?

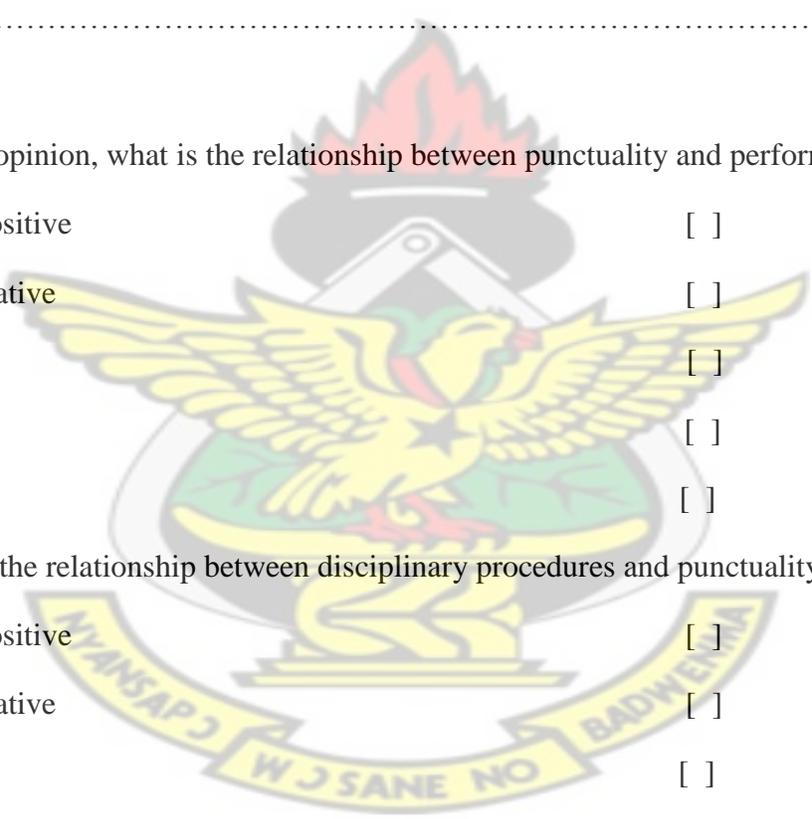
- a. Highly positive []
- b. High negative []
- c. Positive []
- d. Negative []
- e. Neutral []

20. What is the relationship between disciplinary procedures and punctuality?

- a. Highly positive []
- b. High negative []
- c. Positive []
- e. Negative []
- f. Neutral []

21. What is the relationship between disciplinary procedures and performance?

- a. Highly positive []
- b. Highly negative []



c. Positive []

d. Negative []

e. Neutral []

22. Do you think that punctuality has a positive impact on job performance?

a. Yes []

b. No []

23. Job dissatisfaction can cause employees to loose commitment to their jobs.

a. Strongly agree []

b. Agree []

c. Disagree []

d. Strongly disagree []

24. When disciplinary procedures or actions are applied fairly, they can improve employee punctuality and performance.

a. Strongly agree []

b. Agree []

c. Strongly disagree []

d. Disagree []

25. Disciplinary procedures are effective on employee punctuality and performance

a. Strongly agree []

b. Agree []

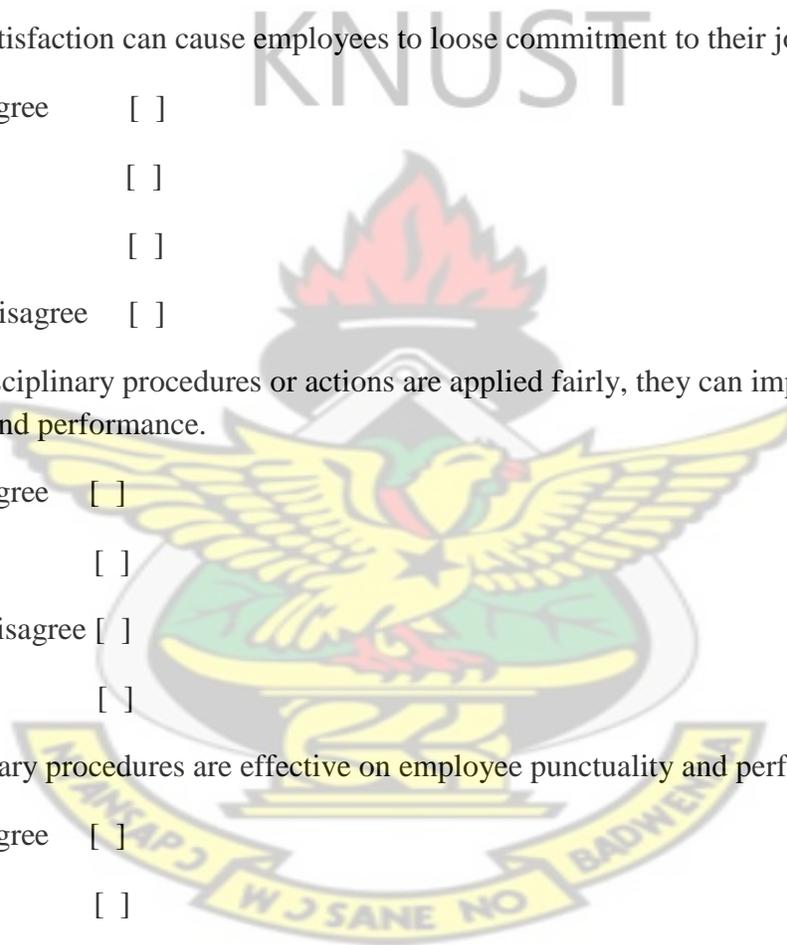
c. Strongly disagree []

d. Disagree []

26. How can disciplinary procedures or actions improve employee punctuality?

a. By administering severe disciplinary action on employees who commit offence []

b. By making disciplinary action fit the offence []



- c. By introducing and modifying performance improvement plans for employees []
- d. By communicating the performance improvement plans to employees []
- e. B, C and D []
- f. Others, (please specify)

27. Punctuality can be explained to mean understanding the importance of being on time at work, meeting deadlines and behaving responsibly and professionally.

- a. Agree []
- b. Disagree []
- c. Strongly agree []
- d. Strongly Disagree []

28. What will be an effective form of disciplinary procedures for getting an employee to stop repeating an unacceptable behaviour?

- a. Verbal Warning []
- b. Absenteeism Warning []
- c. Others, (please specify)

29. How can disciplinary procedures improve an employee performance?

- a. By administering severe disciplinary action on employees who commit offence []
- b. By making disciplinary action fit the offence []
- c. By introducing and modifying performance improvement plans for employees []
- d. By communicating the performance improvement plans to employees []
- e. B, C and D []

30. Which of the following measure(s) can Management put in place to promote employee performance?

- a. Ensuring that workers' welfare issues are met
- b. Coaching and engaging employees on productivity
- c. All of the above

31. Job dissatisfaction, low job involvement and lack of commitment of employees can cause employee tardiness i.e. **lateness, delay, slowness, leaving workplace earlier before actual time.**

- a. Disagree
- b. Agree
- c. Strongly disagree
- d. Strongly agree

32. Which of the following measures will you recommend for management to put in place to discourage employees from tardiness i.e. **lateness, delay, slowness, leaving workplace earlier before actual time.**

- a. Establish a system of rewards for employees with perfect attendance and punctuality
- b. Coaching of employees
- c. Provision of spot bonuses
- d. Institute sanctions and penalties
- e. All of the above
- f. A, B and C

33. Apart from disciplinary procedures, do you think grievance handling can be employed to promote or enhance job performance?

- a. Yes
- b. No

34. Which of the following measure(s) can Management put in place to promote employee punctuality?

- a. Provision of rules and regulations regarding punctuality []
- b. Enforcing those rules and regulations []
- c. Refusal to pay overtime all workers []
- d. By implementing Time and Attendance System []
- f. All of the above []
- g. Others, (please specify)

35. Performance can be achieved if it is defined

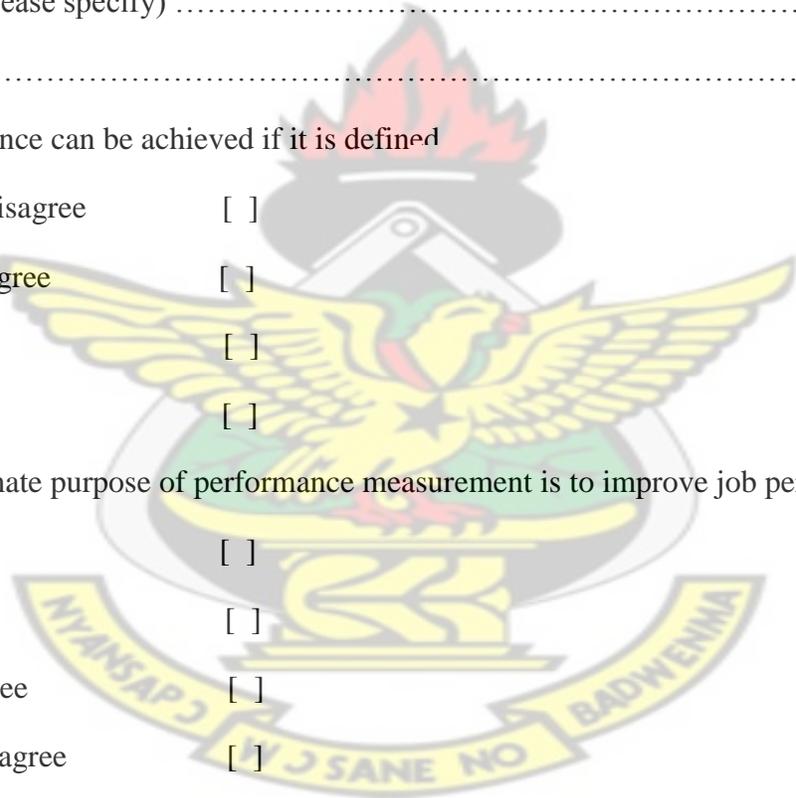
- a. Strongly disagree []
- b. Strongly agree []
- c. Disagree []
- d. Agree []

36. The ultimate purpose of performance measurement is to improve job performance.

- a. Agree []
- b. Disagree []
- c. Highly agree []
- d. Highly disagree []

37. Do you think performance measurement can help AGA to assess its progress and identify its strength and weakness?

- a. Not sure []
- b. Sometimes []
- c. True []
- d. False []



Appendix 4 - Questionnaire

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COLLEGE OF ART AND SOCIAL SCIENCES

KNUST SCHOOL OF BUSINESS

PREAMBLES

As part of the requirements for the award of a Master of Business Administration Programme at KNUST School of Business, Kwame Nkrumah University of Science of Technology, I am undertaking a study on the topic “The effect of disciplinary procedures on employee punctuality and performance.” The aim of the study is to find out how disciplinary procedures on employees can influence their punctuality and their job performance. I would greatly appreciate it if you could kindly fill out this questionnaire. This study is purely academic and as such your responses would be treated with strict confidentiality. Thank you.

BACKGROUND INFORMATION

INSTRUCTION: Please, tick (✓) against the appropriate answer where applicable

PART I - BIO- DATA

1. Sex
 - a. Male
 - b. Female
2. Age
 - a. 20 – 25 yrs
 - b. 26 – 30 yrs
 - c. 31 – 35 yrs
 - d. 36 yrs and above

3. Religion
- a. Christianity
 - b. Islamic
 - c. Traditionalist
 - d. Other (Specify)

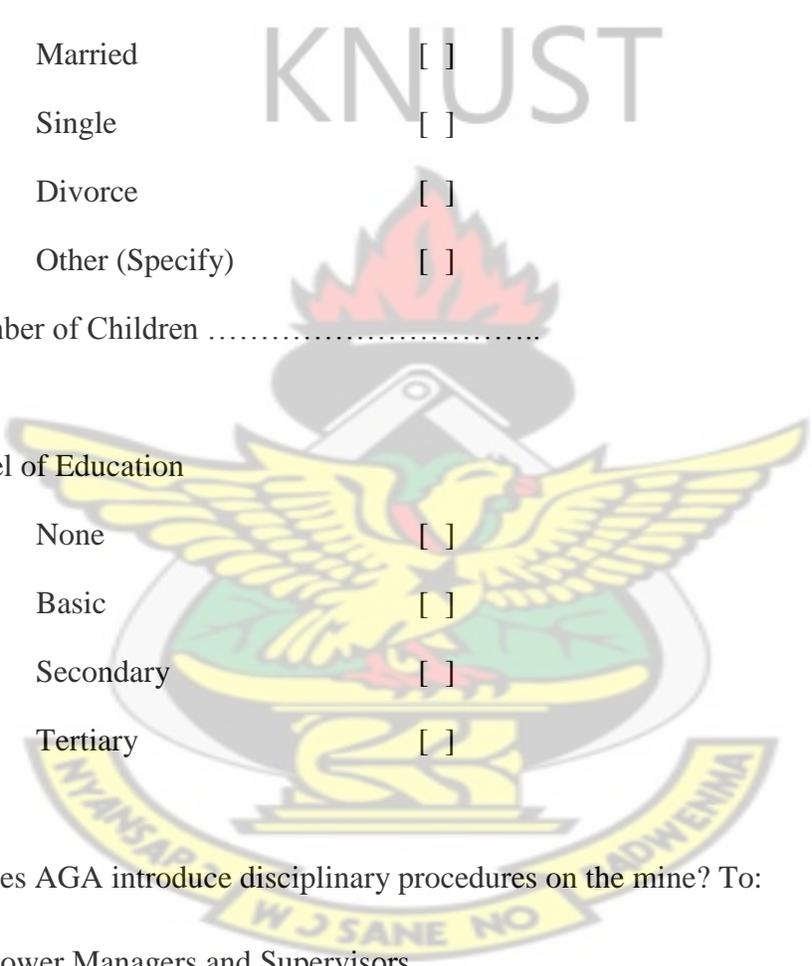
4. Marital Status
- a. Married
 - b. Single
 - c. Divorce
 - d. Other (Specify)

5. Number of Children

6. Level of Education
- a. None
 - b. Basic
 - c. Secondary
 - d. Tertiary

PART II

1. Why does AGA introduce disciplinary procedures on the mine? To:
- a. Empower Managers and Supervisors
 - b. Provide authority to IROs and the Union to punish offenders
 - c. Encourage employee commitment to their jobs to enable the organisation achieve its set targets
 - d. Others, (please specify)



2. What is your opinion about disciplinary procedures or actions on employees?

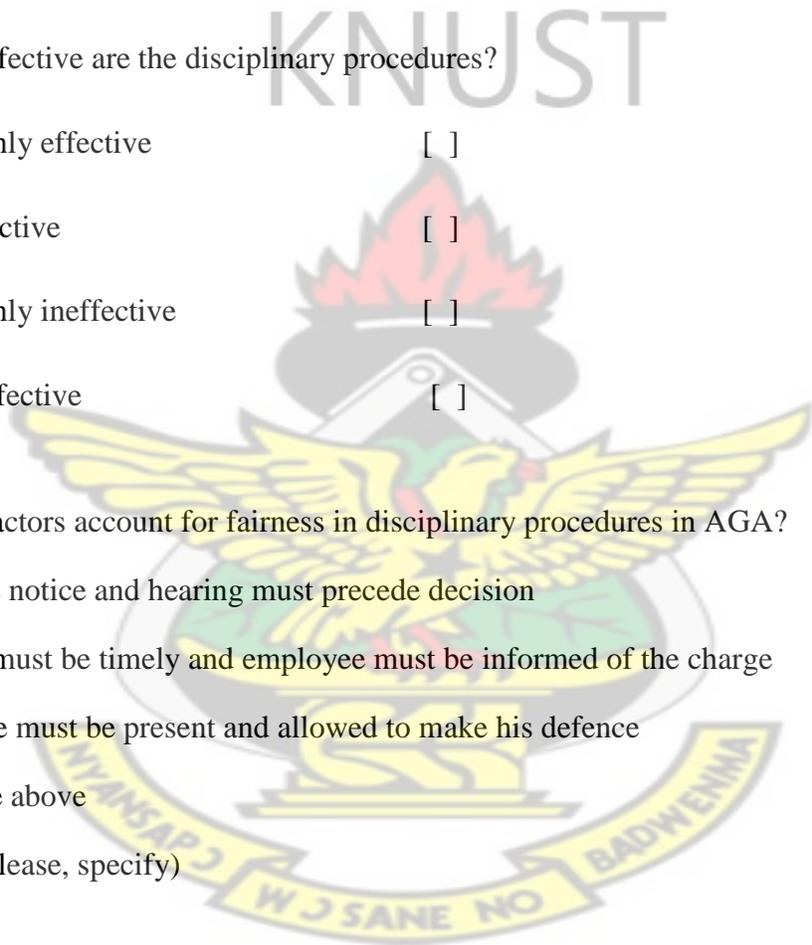
- a. They demotivate employees []
- b. They transform employees when carried out objectively []
- c. They do not have any impact on employees []

3. How effective are the disciplinary procedures?

- a. Highly effective []
- b. Effective []
- c. Highly ineffective []
- d. Ineffective []

4. What factors account for fairness in disciplinary procedures in AGA?

- a. Adequate notice and hearing must precede decision []
- b. Hearing must be timely and employee must be informed of the charge []
- c. Employee must be present and allowed to make his defence []
- d. All of the above []
- e. Others (please, specify) []



5. As a manager, what disciplinary procedure will you take to stop your subordinate from repeating unacceptable behaviour?

a. Verbal Warning []

b. Official warning []

c. Final warning []

d. Absenteeism Warning []

e. Summary dismissal []

f. Others, (please specify)

6. One of the basic reasons for establishing rules and regulations in the form of disciplinary procedures in an organisation is to:

a. Empower Managers and Supervisors to punish their enemies []

b. Provide authority to IROs and the Union to punish offenders []

c. Encourage employee commitment to their jobs to enable the organisation achieve its set targets []

7. How can disciplinary procedures transform an employee to an acceptable standard of performance and behaviour?

a. When the Union is able to defend the employee []

b. When the panel is properly constituted and the employee wins the case []

a. When the employee objectively admits his fault and discipline is applied fairly []

8. What are some of the challenges of disciplinary procedures of AGA?

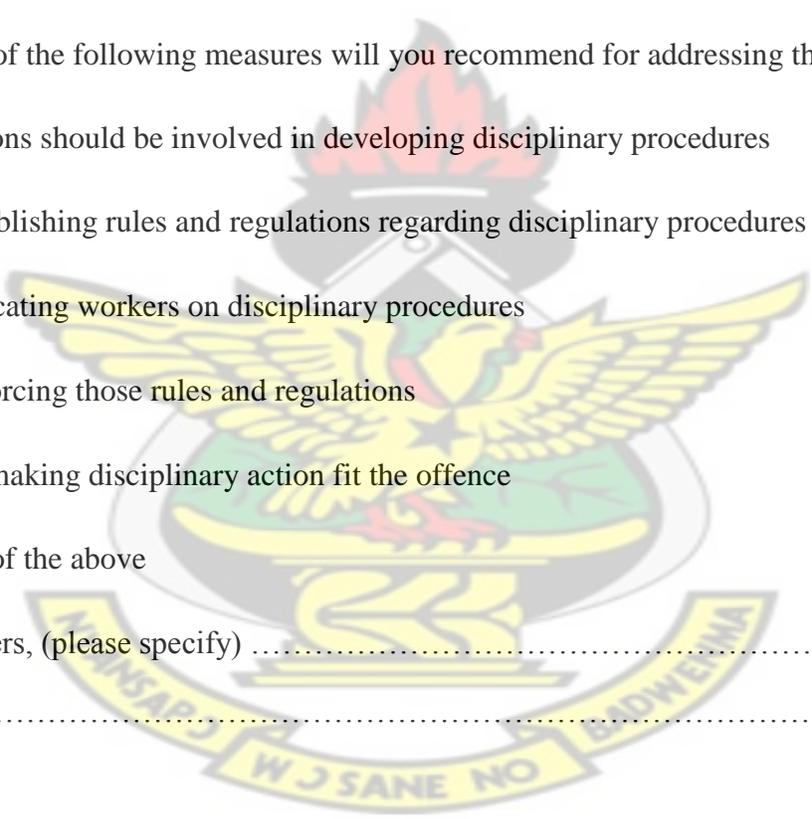
- a. Interference by the Union []
- b. Management Lack the will to carry out some disciplinary measures []
- c. Lack of consistency in the application of disciplinary procedures []
- d. Inability of Management to educate workers on disciplinary procedures []
- e. All of the above []

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9. Which of the following measures will you recommend for addressing those challenges?

- a. Unions should be involved in developing disciplinary procedures []
- b. Establishing rules and regulations regarding disciplinary procedures []
- c. Educating workers on disciplinary procedures []
- d. Enforcing those rules and regulations []
- e. By making disciplinary action fit the offence []
- f. All of the above []
- g. Others, (please specify)

.....



10. How can disciplinary procedures or actions improve employee punctuality?

- a. By administering severe disciplinary action on employees who commit offence []
 - b. By making disciplinary action fit the offence []
 - c. By introducing and modifying performance improvement plans for employees []
 - d. By communicating the performance improvement plans to employees []
 - e. B, C and D []
 - f. Others, (please specify)
-

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11. Which of the following depicts the effectiveness of disciplinary procedures on punctuality in AGA?

- a. Verbal Warning []
- b. Absenteeism Warning []
- c. Official Warning []
- d. Suspension []
- e. Summary Dismissal []

12. Job dissatisfaction, low job involvement and lack of commitment of employees can cause employee tardiness i.e. **lateness, delay, slowness, leaving workplace earlier before actual time.**

- a. Disagree []
- b. Agree []
- c. Strongly disagree []
- d. Strongly agree []

13. Which of the following measures will you recommend to be used in discouraging employees from tardiness i.e. **lateness, delay, slowness, leaving workplace earlier before actual time.**

- a. Establish a system of rewards for employees with perfect attendance and punctuality []
- b. Coaching of employees []
- c. Provision of spot bonuses []
- d. Institute sanctions and penalties []
- e. All of the above []
- f. A, B and C []

14. When disciplinary procedures or actions are applied fairly, they can improve employee punctuality and performance.

- a. Strongly agree []
- b. Agree []
- c. Strongly disagree []
- d. Disagree []

