



## EMPLOYEE DISCIPLINE AND ORGANISATIONAL PERFORMANCE IN GUARANTY TRUST BANK (GTB), ABAKALIKI

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### **ABSTRACT**

*This research examines employee discipline and organizational performance in Guaranty Trust Bank (GTB), Abakaliki. The investigation seeks to establish the effect of specific aspects of discipline: employee dedication, moral values, and respect toward the institution on productivity, citizenship behavior, alongside efficiency as hallmark measurements of organizational performance using structured cross-sectional research design. The findings indicate that there is a statistically significant relationship between employee discipline and organizational performance. In particular, it was found that commitment by employees positively impacted organizational productivity; personal moral values shaped and reinforced acts of citizenship towards the organization; while a culture of respect in the workplace contributed toward operational efficiency. This study sought to advance knowledge by defining employee disciplinary issues as multi-dimensional concepts incorporating elements such as dedication, morality, and respect which are intertwined variables. Such a perspective enriches organizational theorizing concerning holistic approach on relationships between employees' behaviors and their given duties hence performance offers new insights. Since this study relied on cross-sectional data, we recommend that future studies undertaken focus more on longitudinal approaches which track changing dynamics in the relationship between disciplining employees and achieving set performance levels over time.*

**Keywords:** *Employee Discipline and Organization Performance.*

### **Background to the Study**

Employee discipline refers to the rules and self-regulation that shape daily actions in the workplace, thereby producing steadier output (UGC, 2023). Its primary aim is to secure conduct that is acceptable, reasonable, and safe for all staff. By doing so, discipline nurtures an atmosphere of respect and trust between colleagues, managers, and supervisors, which is vital for sound organizational relations. In turn, this framework encourages self-control, orderly behavior, decency, and a firm commitment to shared goals. As Apalia (2017) explains, discipline not only corrects mistakes but also steers employees back on track and wards off similar infractions from both the guilty party and potential wrongdoers. Viewed this way, discipline acts as a preventive guard against drifting attention and lost objectives. When firms leverage such strategies and recruit skilled people, they gain an edge in the market. Pribadi and Herlena (2016) therefore contend that in today's competitive arena, a disciplined workforce is absolutely essential for any organization hoping to move forward.

Within this framework, an organizations success hinges on carefully crafted disciplinary policies that supply the vital inputs it seeks. In an age of relentless globalization, discipline has emerged as a cornerstone of effective human resource management. Higher levels of employee discipline correlate strongly with improved long-term performance for both individuals and the organization. Thus, a firms achievements rest not only on the skill of its workforce but also on how consistently that workforce adheres to established norms (Jamaluddin&Sakawati, 2020; Prasetyo&Furqon, 2023).

Over time, scholars such as Susbiyantoro, Mohamad, Saudi, and Ade (2022) argue that organizations have created various formal mechanisms to guide staff toward acceptable performance. These include clear guidelines, administrative policies, rules, and strict observance of relevant laws. Absent such disciplinary frameworks, many organizational efforts yield disappointing outcomes (Agbor, Umogbai, Kwahar, &Hanmaikyur, 2024).

Effective employee discipline fosters cooperation, sustains healthy industrial relations, and notably boosts both efficiency and morale within the workplace.

Othman et al. (2019) argue that discipline is vital for the smooth operation of modern organizations, particularly in the banking sector, where opportunities for fraud abound. Like most institutions, banks set clear standards, policies, and codes of conduct, and any action that runs counter to these rules is deemed indiscipline. Such misconduct can include lateness, absenteeism, data tampering, abusive behavior toward customers, insubordination, sexual harassment, and unnecessary delays in service. When an employee is found guilty of any of these acts, Agbianu, Anyalor, and Mwali (2018) suggest that appropriate disciplinary steps must be taken to restore order and teach proper conduct. Those measures are not simply punitive; as Yusuf (2020) notes, their true aim is to reinforce consistent job performance so that the organization can meet its stated goals. Organizations exist to fulfil defined objectives, and they can reach those targets more easily when indiscipline is kept in check and when staff enjoy fair working conditions, competitive pay, and meaningful benefits. Yusuf (2020) also argues that when rules are explained clearly, employees feel obliged to follow them.

Research show that what workers do on the job depends heavily on the conditions they face and the incentives the firm provides. To bring its vision and mission to life, an organization needs team members who follow the rules and procedures without fail, for discipline is the foundation of any well-functioning workplace. Consequently, staff behavior shapes overall performance, and maintaining a strong level of discipline can significantly lift system output (Ekeabasi&Ebiasuode, 2022).

Effective discipline thus fuels productivity, enhances efficiency, nurtures good workplace relations, and raises morale as employees cooperate with one another. Yet, managing that



discipline remains a stubborn challenge in employee relations and one of the most visible sources of workplace conflict (Ubah, Onyebueke, & Omodu, 2019). As the same authors point out, the specific tactics leaders use to enforce standards largely decide whether the firm meets its broader mission. Discipline is therefore a proactive approach that nurtures the habits needed for staff to honor the organizations rules and regulations. When all stakeholders act with high discipline, overall organizational performance tends to rise correspondingly.

Within this framework, organizational performance is understood as the composite measure of growth, stability, profitability, sustainability, and overall productivity. An employee's level of discipline-or the lack thereof-plays a direct role in shaping how well a company meets its goals. When workers are only mildly committed, output falls; conversely, a consistently low level of commitment will inevitably drag down the entire business (Bhavani, 2020).

Discipline can be defined as an individual's readiness to follow company rules, heed management instructions, and act in ways that further the firm's objectives. Creating and upholding such discipline is therefore one of managements most vital, and challenging, duties. Appropriate disciplinary measures, when applied fairly, allow the organization to pursue its targets with greater confidence and efficiency (Bhavani, 2020). Building on this premise, the present study aims to examine in details, how employee discipline influences performance at Guaranty Trust Bank in Abakaliki, Nigeria.

### **Statement of the Problem**

There are many forms of indiscipline in the banking industry, many of such indiscipline includes lateness, absenteeism, abuse on customers, acts of insubordination, sexual abuse, and delays in attending to customers, among others. For many years, banks have used fairly standardized disciplinary measures to handle familiar employees' problems such as absenteeism, poor performance, and other misconducts. This approach, called employees' discipline, provides for an increasingly series of penalties such as reprimands, warnings, suspensions without pay and even termination on grounds of gross misconduct. Despite all approaches in instilling discipline, there are yet increasing cases of indiscipline among employees in the banking industry; an indication, probably, that approaches such as reprimand, suspension, demotion, resignation or even termination of appointment have not served enough deterrent to employees.

Another common problem is to determine employees performance, how well an employee carry out their obligations, how effective and efficient, their consistency, accuracy and how detailed the employees are when performing a task. The amount of work completed within a given time frame and the punctuality in meeting up on deadlines and delivery. It is also

important to put into consideration employee performance management which includes process taking in to meet set target, goal and others.

Employees are expected to render effective and efficient service delivery to their employers and be committed to their duties by way of meeting deadlines. Unfortunately, this has not been so as a result of some factors that center on poor employee performance management arising from lack of employees' discipline. Saundry and Antcliff (2011) assert that with the provision of good working conditions, personnel are depended upon to carry out organizational policies in an efficient manner. In this context, bank employees are expected to provide clients and the general public with effective and efficient service delivery while also implementing monetary policies aimed at strengthening the economy and enhancing citizens' quality of life. These noble objectives may become illusive if disciplinary measures to guide employee behavior are not put in place. Based on the above analyses, this study is poised to critically investigate the influence of employee discipline on organization performance in Nigeria Banks with a focus on Guarantee Trust Bank Abakaliki. Therefore, it is upon the backdrop of this analysis that necessitated this research.

### **Objective of the Study**

1. To measure how employee commitment relates to the productivity of an organization;
2. To Explore how individual moral values shape acts of organizational citizenship; and
3. To assess how a respectful workplace culture affects overall efficiency.

### **Research Question**

1. What connection exists between employee commitment and organizational productivity?
2. How do personal moral values influence organizational citizenship behavior?
3. What effect does workplace culture have on workplace efficiency?

### **Research Hypotheses**

H01 employee commitment bears no relationship to organizational productivity.

H02 personal moral values has no association with organizational citizenship behavior.

H03 a culture of respect exercises no influence on levels of efficiency.

### **Review of Related Literature**

#### **Independent Variable: Employee Discipline**

Hasibuan (2017) notes that discipline reflects an individual's awareness and willingness to comply with rules set by the wider social order. It thus marks the ability to act and work according to the standards imposed by recognized authority. Such a notion is most visible where clear hierarchies exist, for example within the military, religious institutions, or similar organizations. Hasibuan further argues that any discipline-oriented study should embrace content, core ideas, and overarching themes; together these elements foster deep understanding and practical application of what learners encounter. When students engage

with these key insights, they adopt distinctive ways of thinking and gradually become more autonomous in their studies. In daily practice, discipline often means cultivating respect for rules through corrective measures, including penalties for misbehavior. A common illustration appears in the classroom, where a teacher invokes disciplinary measures to maintain order (Sugimoto & Weingart, 2015). Yet in an academic sense, the term can also designate the specific field a student chooses or the research project that commands their attention. Disciplines might range from physics, biology, and chemistry to geology, accounting, microbiology, and many others.

Discipline can be understood as the quality of taking personal responsibility; when a person routinely acts in a responsible way, others naturally infer that he or she is disciplined, whereas failure to do so often invites the label undisciplined (Bjorn, 2018).

Employee discipline refers to the overall climate that nudges workers to follow rules and carry out tasks the way management expects. Simply put, it reflects how closely an individual aligns his or her conduct with the companies written policies and daily workflows. Sutrisno (2015) notes that good work discipline acts almost like coaching; it sharpens employee's knowledge, fine-tunes their attitudes, and ultimately pushes them toward better performance on the job. Effective discipline also encourages teamwork, as people learn to respect shared norms and collaborate more smoothly with peers. At its heart, discipline signals whether workers genuinely honor the firms rules, both those printed in the employee handbook and the unwritten codes that shape office culture. Surajiyo, Suwarno, Indrawati, and Tri (2021) argue that this respect shows up as consistent obedience, a behavior that can be measured through clear-cut indicators of discipline. Supported by the findings of Efendi, Rifa'i, Bahrin, Milla, and Suharmi (2020) as well as Kogah and Ibegbulem (2021), managers usually group these indicators into five escalating steps: first a brief oral or written warning, then a formal query, followed by suspension, a demotion, and finally, if matters do not improve, termination of employment.

Oral reprimand, the first of these steps, is a straightforward yet formal talk in which a supervisor privately tells an employee why a specific action was unsatisfactory.

A written reprimand essentially restates an earlier verbal warning issued by a supervisor, serving to document and correct any instance of misconduct at work. According to Norhidayah, Priono, and Akos (2022), a reprimand can take either a written or spoken form or usually forms part of the formal disciplinary process that follows undesirable conduct. The authors add that many organizations prefer the written version because it carries a more official tone and creates clear, lasting evidence of the discipline. In contrast, an oral reprimand is simply the supervisor or manager addressing the inappropriate behavior with a spoken warning (Umoh, 2020).

Suspension is a workplace discipline tool in which an employee is ordered to stop performing duties for a limited time while the company looks into claims of wrongdoing (Tantua & Wopara, 2019). The reason for the move is always spelled out, and the worker has a right to understand exactly why he or she has been sidelined. It usually appears as step two or three in the formal discipline chart so that a fair inquiry can run without interruptions or outside influence. During the break you still belong to the firm, and all basic employment rights-such as pay, benefits, and privacy-remain in force (Ubah, Onyebueke & Omodu, 2019). Two main types of suspension exist: administrative and disciplinary. Administrative suspensions crop up when allegations are serious enough that an impartial probe must happen away from the usual office setting. While that review is underway, the person is set aside to stop further contact with files, witnesses, or potentially tainted evidence (Israel&Udoh, 2016).

Demotion, in contrast, officially bumps an employee down a rung on the job ladder and alters title and pay (Udofia, 2016). It typically follows repeated underperformance or clear proof that an individual can no longer manage the tasks, deadlines, and decisions expected at a higher level.

The warning serves as a public reminder to the entire workforce that management views the misconduct in a very serious light (Udo-Anyanwu, Uwandu&Obiano, 2020). It is also applied when grounds for dismissal are clearly present, yet the employer opts for a lesser penalty because the individual has a long service record and a mostly clean history (Tantua&Wopara, 2019). According to the same authors, termination is the forced end of employment that occurs because an employee fails to meet performance standards or lacks essential qualifications. More generally, termination refers to any process that closes the work contract between an individual and an organization, whether that person resigns, is dismissed, or is laid off. A severance payment may accompany termination to help the ex-employee manage the immediate transition.

### **Dependent Variable: Organizational Performance**

Afroz (2018) argues that strong performance enables a firm to achieve better outcomes, which in turn boosts customer satisfaction and profit margins. Ultimately, the competitive edge of any company rests on the quality of its workforce, who must deliver value, generate income and curtail expenses at the same time. While Agbo (2020) identifies performance appraisal as the core component of performance management, he acknowledges that employee output is heavily shaped by a firm's own policies, routines and structural choices. Kenny and Nnamdi (2021) further emphasize that high levels of engagement among staff serve as a crucial driver of superior organizational performance. Manifestly, elevated performance mirrors the productivity of a company's members, and can be assessed through indicators such as revenue, profit, growth, development and overall expansion. Because of this central role, performance is woven into the fabric of every managerial endeavor and remains a key

construct in the field of strategic management. Accordingly, businesses should craft targeted strategies that align with and nurture the specific skills needed to lift organizational performance.

In contrast to broad organizational results, organizational performance is the specific capacity of a firm to meet preset aims-such as earning strong profits, delivering high-quality goods, leading in market share, posting solid financial statements, and simply surviving-all within a set time frame and using an agreed strategy (Irman, Raden&Tedi, 2023). Mangkunegara (2015) defines performance as the quality and quantity of work an employee produces in line with assigned duties. Put another way, performance becomes visible through real output that reflects an individual's actual abilities. Sumardjo (2018) refers to this as job performance, or the level of performance, indicating how well a worker finishes designated tasks. In essence, employee performance is the active execution of plans by staff who possess the required knowledge, skill, and motivation, as arranged by human resources. Therefore, performance ultimately concerns both the act of working and the concrete results that emerge from that effort (Surajiyo, Suwarno, Indrawati& Tri, 2021).

Nebi and Mahmut (2020) argue that performance, at its core, reflects an enterprises ability to generate wealth or tangible value. In simple terms, performance sits at the crossroads of what an organization spends in operating costs and the benefits it ultimately reaps. Modern management thinking centers heavily on two concepts: value and performance, which are often viewed as intertwined (Nebi&Mahmut, 2020). Performance is further understood as a measure of an organizations competitiveness, achieved through effectiveness and efficiency that secure a lasting presence in the marketplace. At the employee level, job performance represents the specific contributions individuals deliver through their daily tasks (Pandey, 2019). Put another way, employee performance gauges how thoroughly a worker completes assigned duties, interacts with colleagues, and meets workplace standards. It encompasses three overlapping dimensions: quality of work, amount of work, and speed of work. The International Labor Office (2023) asserts that when supervisors closely monitor these aspects, they gain insight not only into the details of each role but also into the overall health of the company.

### **Theoretical Underpinning**

#### **Utilitarianism theory**

The underlining theory that explain this study is utilitarianism theory originally set out by Jeremy Bentham (1747-1832) and later refined by John Stuart Mill (1806-1873). This theory holds that an action is morally sound if it yields the most benefit for the largest number of people. Within a workplace setting, the theory offers an ethical basis for disciplinary measures, framing them as tools that enhance group welfare and peak performance. As Amed, Mehrpour, and Nikooraves (2016) note, utilitarian thinking aims at common goals and

results that lift the majority. Thus, when managers draw on utilitarian logic, discipline must move beyond mere punishment; it should actively promote the health and efficiency of the firm while protecting employees' dignity and output. In broad terms, discipline is not just a top-down rule book; it is a purpose-driven tool designed to keep workers actions in line with what the organization hopes to achieve. When a firm reduces slack and pushes toward uniform behavior, it edges people closer to its strategic plan, often lifting output and smoothing daily interaction (Udofia, 2016). That outcome echoes the classic utilitarian view, which weighs policies by whether they cut conflict, boost morale, and support the firm's long-term health.

Utilitarianism runs through this study because it puts collective gain and real results front and centre. Under this lens, discipline stops being pure punishment and turns into helpful course correction; leaders choose a path by asking who stands to gain-employees, managers, even the wider public. Wasseem and colleagues (2019) argue that effective utilitarian thinking goes beyond the clinch ends justify the means by weaving lasting organizational good into everyday choices.

### **Empirical Review**

Bhavani (2020) conducted a study on workplace discipline on overall organizational effectiveness in Indonesia by reviewing literatures on indiscipline causes and proposing a corrective-not-punitive-model. Although conceptually rich, the study relies on desk research and thus lacks empirical data and robust statistical support. The results of his findings indicate that workplace discipline has a significant positive impact on organizational effectiveness.

Surajiyo et al. (2021) carried a study on work discipline and organizational performance in some commercial banks in Jakarta. He studied five Commercial banks in Jakarta with a population of 210. He applied Moderated Regression Analysis in the analysis of his data. He found out that both work discipline and duty dedication strongly boost employee performance. He therefore concluded that for banks to perform optimally, discipline should be the buzz word. Stating that staff discipline can attract customers to the bank or equally, make bank loose customers.

Agbo (2020) carried out a study on the impact of code of conduct among Nigerian Breweries Employees. He used the staff of Nigerian Breweries Enugu as his case study. A sample size of 230 staff was used in the study. The study used Pearson Product Moment Coefficient in testing the hypotheses. The study among other findings indicate that strict application and enforcement of the code of conduct by management results to positive work environment decorum. The result went on to highlight that when the company's code of conduct is strictly applied, it will result to staff discipline and employee will respect themselves leading to employees taking up their individual responsibilities as at when due without cohesion. He

therefore concluded that such scenario will definitely result to improve organizational performance.

Even so, the sample of eighty-five remains modest, limiting generality beyond his case study.

**Methodology**

The survey design used in the study was descriptive survey design. The population of the study was 139 staff of Guaranty trust banks staff in Abakaliki, while a sample size of 106 was determined using Chi-Square sample size determination formula. The formulated hypotheses were tested using Pearson Product Moment Correlation Coefficient.

**Research Question 1**

To what extent does personal moral discipline of employees’ impact on the organizational performance of Guaranty Trust Bank, Abakaliki?

**Table 1: Extent personal moral discipline of employees’ impact on the organizational performance in Guaranty Trust Bank, Abakaliki**

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Dependent Variable: PERFORMANCE OF ORGANIZATION

Method: Least Squares (Gauss-Newton / Marquardt steps)

05/25/25

Sample: 1 104

Included observations: 104

$$PERFORMANCE = C(1) + C(2) * PERSONAL MORAL DISCIPLINE$$

R = 0.7708

	Coefficient	Std. Error	t-Statistic	Prob.
C(1)	0.121924	1.119553	10.91439	0.0000
C(2)	2.154962	0.084812	0.648048	0.0184
R-squared	0.594100	Mean dependent var	12.93269	
Adjusted R-squared	0.415663	S.D. dependent var	2.068086	
S.E. of regression	2.073934	Akaike info criterion	4.315815	
Sum squared resid	438.7225	Schwarz criterion	4.366668	
Log likelihood	-222.4224	Hannan-Quinn criter.	4.336417	
F-statistic	0.419966	Durbin-Watson stat	2.499270	
Prob(F-statistic)	0.018410			

**Source: Author’s Fieldwork, May, 2025.**

The result of the analysis carried out as shown in table 4.2 revealed the extent personal moral discipline of employees’ impact on the organization performance of Guaranty Trust Bank, Abakaliki as given by the linear regression equation below. The regression equation is given by

$$\text{Organization Performance} = \beta_0 + \beta_1 \text{Personal Moral Discipline} + \varepsilon$$

$$O_{\text{rganization}}P_{\text{erformance}} = \beta_0 + \beta_1 P_{\text{ersonal}}M_{\text{oral}}D_{\text{iscipline}} + \varepsilon \text{Hence the model}$$

$$O_{\text{rganization}}P_{\text{erformance}} = 1.2 + 21.5P_{\text{ersonal}}M_{\text{oral}}D_{\text{iscipline}} + 2.1$$

The above model is a linear regression models that defined the extent personal moral discipline of employees’ impact on the organization performance of Guaranty Trust Bank, Abakaliki. From the analysis, 21.5 of Personal Moral Discipline has significant value of 0.018 impacts on Organizational Performance. This indicates that Personal Moral Discipline has 21.5% impact on Organization Performance.  $\beta_0 = 1.2$  as the overall constant with significant value of  $0.000 < 0.05$ , indicating that the constant is significant the constant that defined environmental unseen circumstance is significant. The unseen circumstance is defined to be 1.2% in the model and is significantly small.

The value  $R = 0.771$  with p-value  $0.018 < 0.05$  and this value lies between  $0.5 \leq R < 1$  indicating a strong positive linear relationship between Personal Moral Discipline and Organization Performance. The value of coefficient of determination R-Squared is 0.594, this value lies between  $0.5 \leq R^2 < 1$  indicating that in the model, exogenous variable: Personal Moral Discipline adequately explains its impact on the endogenous variable: Organization Performance. So, the extent personal moral discipline of employees’ impact on the organization performance of Guaranty Trust Bank, Abakaliki is to about 21.5% and Personal Moral Discipline has strong influence on Organization Performance.

**Research Question 2**

What is the extent of influence of organization disciplinary measure of employees on the organization performance of Guaranty Trust Bank, Abakaliki?

**Table 2: Extent does organization disciplinary measure of employee impact on the organization performance of Guaranty Trust Bank, Abakaliki.**

Dependent Variable: PERFORMANCE OF ORGANIZATION

Method: Least Squares (Gauss-Newton / Marquardt steps)

Date: 05/25/25 Time: 19:22

Sample: 1 104

Included observations: 104

PERFORMANCE=C(1)+C(2)\*ORGANIZ  
 ATIONDE  
 R = 0.819

	Coefficient	Std. Error	t-Statistic	Prob.
C(1)	0.747725	1.207956	6.190006	0.0000
C(2)	4.123300	0.090214	4.570564	0.0000

  

R-squared	0.669990	Mean dependent var	12.93269
Adjusted R-squared	0.461852	S.D. dependent var	2.068086
S.E. of regression	1.893341	Akaike info criterion	4.133606
Sum squared resid	365.6434	Schwarz criterion	4.184460
Log likelihood	-212.9475	Hannan-Quinn criter.	4.154209
F-statistic	20.89006	Durbin-Watson stat	2.422574
Prob(F-statistic)	0.000014		

**Source: Author’s Fieldwork, May, 2025.**

The result of the analysis carried out as shown in table 4.4 revealed the extent Organization Disciplinary Measure of employees’ impact on the organization performance of Guaranty Trust Bank, Abakaliki given by the linear regression equation below. The regression equation is given by:  $Organization\ Performance = \Sigma_0 + \Sigma_1 Organization\ Disciplinary\ Measure + \varepsilon$

$$O_{rganization}P_{erformance} = \Sigma_0 + \Sigma_1 O_{rganization}D_{isciplinary}M_{easure} + \varepsilon \text{ Hence the model}$$

$$O_{rganization}P_{erformance} = 7.4 + 41.2O_{rganization}D_{isciplinary}M_{easure} + 1.9$$

The above model is a linear regression models that defined the extent Organization Disciplinary Measure of employees’ impact on the Organization Performance of Guaranty Trust Bank, Abakaliki. According to the analysis, 41.2 of Organization Disciplinary Measure with significant value of 0.000 impact on Organizational Performance. This indicates that Organization Disciplinary Measure has 41.2% impact on Organization Performance.  $\beta_0 = 7.4$  as the overall constant with significant value of  $0.000 < 0.05$ , indicating that the constant is significant, the constant that defined environmental unseen circumstance is significant. The unseen circumstance is defined to be 7.4% in the model and is significantly small.

The value  $R = 0.819$  with  $p\text{-value } 0.000 < 0.05$  and this value lies between  $0.5 \leq R < 1$  indicating a strong positive linear relationship between Organization Disciplinary Measure and Organization Performance. The value of coefficient of determination R-Squared is 0.670, this value lies between  $0.5 \leq R^2 < 1$  indicating that in the model, exogenous variable: Organization Disciplinary Measure adequately explains its impact on the endogenous variable: Organization Performance. So, the extent Organization Disciplinary Measure of employees' impact on the Organization Performance of Guaranty Trust Bank, Abakaliki is 41.2% and Organization Disciplinary Measure has strong positive impact on Organization Performance.

**Research Question 3**

To what extent has the strategic dimension of discipline of employees enhances organization performance in Guaranty Trust Bank, Abakaliki?

**Table 3: Extent strategic dimension of discipline of employees enhances organization performance in Guaranty Trust Bank, Abakaliki.**

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Dependent Variable:	PERFORMANCE OF ORGANIZATION
Method:	Least Squares (Gauss-Newton / Marquardt steps)
Date:	05/26/25 Time: 16:35
Sample:	1 104
Included observations:	104
PERFORMANCEO=C(1)+C(2)*STRATEGIC DIMENSION	
R =	0.788

	Coefficient	Std. Error	t-Statistic	Prob.
C(1)	0.199260	1.089391	10.09083	0.0000
C(2)	1.540002	0.085007	1.811632	0.0030
R-squared	0.621174	Mean dependent var	12.93269	
Adjusted R-squared	0.421675	S.D. dependent var	2.068086	
S.E. of regression	2.045550	Akaike info criterion	4.288254	
Sum squared resid	426.7960	Schwarz criterion	4.339108	
Log likelihood	-220.9892	Hannan-Quinn criter.	4.308856	
F-statistic	3.282010	Durbin-Watson stat	2.543611	

Prob(F-statistic) 0.002986

**Source: Author’s Fieldwork, May, 2025.**

The result of the analysis carried out as shown in table 4.5 revealed the extent Strategic Dimension of Discipline of Employees enhances organization performance in Guaranty Trust Bank, Abakaliki as given by the linear regression equation below. The regression equation is given by

Organization Performance =  $\lambda_0 + \lambda_1$ Strategic Dimension of discipline of employees +  $\varepsilon$

$O_{rganization}P_{erformance} = \lambda_0 + \lambda_1S_{trategic}D_{imension}O_fD_{iscipline}O_fE_{mployees} + \varepsilon$  **Hence the model**

$O_{rganization}P_{erformance} = 2.1 + 15.4S_{trategic}D_{imension}O_fD_{iscipline}O_fE_{mployees} + \varepsilon$

The above model is a linear regression models that defined the extent Strategic Dimension of Discipline of Employeesenhances organization performance in Guaranty Trust Bank, Abakaliki. According to the analysis, 15.4 of Strategic Dimension of Discipline of Employees has significant value of 0.003 impact on Organizational Performance. This indicates that Strategic Dimension of Discipline of Employees has 15.4% impact on Organization Performance. $\beta_0= 1.9$  as the overall constant with significant value of  $0.000 < 0.05$ , indicating that the constant is significant, the constant that defined environmental unseen circumstance is significant. The unseen circumstance is defined to be 1.9% in the model and is significantly small.

The value  $R = 0.788$  with p-value  $0.003 < 0.05$  and this value lies between  $0.5 \leq R < 1$  indicating a strong positive linear relationship between Strategic Dimension of Discipline of Employees and Organization Performance. The value of coefficient of determination R-Squared is 0.621, this value lies between  $0.5 \leq R^2 < 1$  indicating that in the model, exogenous variable: Strategic Dimension of Discipline of Employees adequately explains its impact on the endogenous variable: Organization Performance. So, the extent Strategic Dimension of Discipline of Employees enhances organization performance in Guaranty Trust Bank, Abakaliki is 15.4% and Strategic Dimension of Discipline of Employees has strong positive impact on Organization Performance.

**Summary of Findings**

1. Engagement at work was noted to have a direct positive effect on productivity levels within an organization. Workers who fully commit tend to do much more than what is typically expected from them which greatly increase productivity within the workplace.
2. Personal ethics correlated positively with OCB. Employees whose ethical standards are high tend to assist colleagues, behave in an ethical fashion, and endorse the organizational objectives beyond their delineated responsibilities.

3. Respectful workplace culture showed a significant relationship with efficiency. Where respect and civility characterize interactions, teams speak and work with less conflict which improves resource and time efficiency.
4. There is a statistically significant relationship of employee discipline with all three apex dimensions of performance in an organization. This means that disciplined employees have a positive influence on organizational effectiveness as well as its ethics.

### Conclusion

Taking into consideration my observations, there is an unrestricted association between the commitment and dedication to duty of employees, personal work ethics, culture of respect, and overall performance in Guaranty Trust Bank Abakaliki. This indicates that a blend of various levels of discipline must be strategically applied to ramp all airing employees toward enhanced productivity.

### Recommendations

1. Organizational induction and orientation programs should be bolstered to embed an ethos of dedication to the organization's goals, morality at the workplace, and mutual respect amongst colleagues during training for new hires.
2. Such organizations should establish recognition mechanisms to reward high personal discipline, moral standards, and respectful conduct with either performance-based incentives or designated recognition forums.
3. Organizations ought to promote respectful civil discourse in the workplace by running workshops aimed at discrimination-free dialogue as well as team synergy alongside efficiency focused communication that cultivates teamwork towards set organizational goals.
4. Organizations should continuously monitor the ethical climate within departments alongside their practices pertaining to self-discipline against organizational objectives on performance ratios to ensure alignment.

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