

Effect of Organizational Discriminatory Discipline Practices on Employees Motivation

Syed Akif Hasan

Abstract—This paper explores the effect of organizational discriminatory discipline practices in the private organizations of Pakistan and their effects on the level of motivation of employees. The disciplinary practices covered were timely completion of task, punctuality, social behavior, behavior with the co-workers and violation of organizational policies, where as the basis of discrimination is taken on the factors like age, race, gender and seniority (length of service) of employees, all these are taken as the independent variable to measure their effects on the motivation level of employees at the work place. The collection of data was done from 2100 employees through personal survey. Anova was used to see if any relationship exist and the study revealed that the discriminatory discipline practices of the organizations have a significant effect and also an inverse relationship with the level of motivation of employees along with the most of the dimensions studied.

Keywords—Discipline, Discrimination, Motivation.

I. INTRODUCTION

IT has been observed that discrimination in the workforce affects employee's behavior [14]. Discrimination has been defined as the ruling out of some groups from the distribution of power, income and satisfaction [14]. Discrimination has often been interpreted in a very broad spectrum and obviously defined as a result determined by a wide range of different, sometimes overlapping, processes [14] [4]. This discrimination can be in various forms such as stereotypes which influence how individuals process and recall information about other people [11]. Discrimination in all its forms prevents individuals from entering or succeeding within the labor market [14].

Employee's efforts can be enhanced by integrating employee's motivation and behavior programs with the standards [3]. The motivation can be either extrinsic or intrinsic, in the context of employee discrimination, in individuals who have positive job attitudes are likely to engage in demotivation if their intrinsic factor of motivation not acknowledged [16]. Individuals immediately identify and categorize a person's group particularly based on gender, race and age [11]. Disparate treatment is described as the obvious type of discrimination, which treats some employees more favorably than others because of their race, gender, or the other protected trait [11].

Discrimination which refers to the racial composition of

workforce in various industries is common type of employment discrimination [8]. Racial discrimination by an organization is on greater amount which strongly affect the behavior of employees [8]. The discrimination on the basis of age also effect the motivation level of older workers, age-related factors are important to understand as they influence the work motivation of older employees [9]. The relationship between motivations of older workers to younger workers is another form of discrimination which needed to be inactive for the workforce enhancement [9]. Age and motivation shows that different work characteristics motivate older and younger workers [9] [2]. Studies have found that for older workers satisfaction is more closely related to intrinsic factors or internal rewards of work [9].

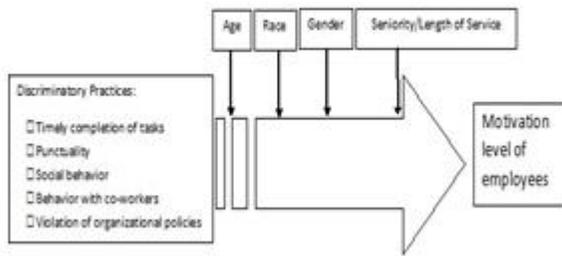
This research focuses on the discrimination in disciplinary practices, which have not been studied in depth earlier. The disciplinary practices are those which go according to defined policies of the organizations and every employee is suppose to abide by these policies and procedures, where else, organization's way of dealing with these practices does discriminate among the employees. This study therefore aims to examine the effect of discriminatory disciplinary practices being applied at the workplace which might help in the development of future motivation techniques to encourage employees at their work.

Explanation of the conceptual model:

The model shows the effect of disciplinary elements such as timely completion of tasks, punctuality, social behavior, behavior with co-workers and violation of the organizational policies on the level of motivation of employees. These disciplinary factors are based on the employee's actions which are discriminatory practiced on the basis of gender, age, race and Seniority (length of service) by the employer or the management, who tends to discriminate among employees and in result it affects the level of motivation of employees. This shows how the motivation level of employees gets affected due to the root cause of discriminatory disciplinary practices by employer or the management.

Conceptual Model / Framework:

Conceptual Model / Framework:

*Independent Variables:*

Discriminatory practices with regards to disciplinary actions will be studied as an independent variable. Various authors have identified various discriminatory practices e.g. gender discrimination, racial discrimination, seniority level discrimination, experience based discrimination and age related discrimination at work but the combination of these discrimination with disciplinary practices have not been explored yet, since this research would identify the effect of such discriminatory practices based on the disciplinary actions of employees [14], [16]. These disciplinary practices in focus are the employee's punctuality, social behavior, task completion, behavior with the co-workers, and the violation of organizational policies.

Dependent Variable:

Employee's motivation is taken as the dependent variable, as all these independent variables discussed above have their effect on employee's motivation. The discriminatory disciplinary practices by the employer or the supervisor can affect the employee's motivation.

Statement of the Problem:

To study the effects of organizational discriminatory discipline practices on employees level of motivation.

Research Hypothesis:

Based on the problem the following research hypotheses were formulated:

H1: Organizational discrimination in discipline of timely completion of task based on age, race, gender and seniority (length of service) of employees affects the motivation level of employees.

H2: Organizational discrimination in discipline of punctuality based on age, race, gender, and seniority (length of service) of employees affects the motivation level of employees.

H3: Organizational discrimination in discipline of social behavior based on age of employees affects the motivation level of employees.

H4: Organizational discrimination in discipline of behavior with co-worker based on age, race, gender, and seniority (length of service) of employees affects the motivation level of employees.

H5: Organizational discrimination in discipline of violation of organizational policies based on age, race, gender, and seniority (length of service) of employees affects the motivation level of employees.

II. LITERATURE REVIEW

Motivation described as a set of vigorous forces that drive both within as well as beyond an individual's being that initiate work-related behavior, and determine its form, direction, intensity, and duration, as a dependent variable, motivation has been defined as "intention to behave" [3]. Different theories and definitions have defined motivation in different aspects. There is general agreement that motivated behavior consists of any or all of the following behavioral elements: initiation, direction, persistence, intensity, and termination [3]. The conjectural basis for addressing the motivation of employees, and organizational outcomes associated with the discriminatory policies, employees who get affected by the discrimination done at the workplace [16]. Discrimination has been defined as the exclusion of some groups from the sharing of power, income and satisfaction or the unequal treatment of some groups [14].

Discrimination has often interpreted in a very extensive manner and clearly described as an outcome driven by a wide range of different, sometimes overlapping, processes [14]. Motivation referred and defined as "motivation to continue to work". Since with discrimination the "motivation to continue to work" becomes more irrelevant and starts to displace, the "motivation to work". Furthermore, the behavioral elements direction and termination, because the direction (e.g. values and needs) of motivation to continue to work is likely to change with different forms of discrimination, and the motivation to continue to work becomes an irrelevant choice for the employee at the workplace [3].

As an independent variable, a range of theories have been put forward to explain motivation, for example, defines motivation as the contemporary (i.e. immediate) influence on direction, drive, and persistence of action; while other defines it as a process of governing the choice made by an individual among alternative forms of voluntary activity [3]. Elevated numbers of non-male, non-white new entrants will structure the size of the work force [2].

Discrimination in all its forms prevents individuals from accessing, or succeeding within; the labor market reported that racial or ethnic discrimination in the workplace has a massive impact both at individual and organization levels [14]. These patterns of occupational separation are thus reason for alarm, not only for ethical reasons pertaining to equity and justice, but also for realistic reasons [2]. In many instances within the workplace, these processes operate in undermine which effects the value and productivity of specific groups of employees [14].

Racial discriminations by industry are made on the basis of data on a outsized cross section of workers, the data set is large enough to allow both a detailed characteristics of workers with their disciplinary practices and estimation of discrimination in the industry [8]. It has been anticipated that at any one time around 500,000 people are suffering from work related stress at a level that makes them ill [14].

The motivation of older people to work and to remain

vigorous in the workforce has been in focus [9]. Research concerning motivation has been focused on young group and the factor of age has frequently played only a minor role in these studies [9]. The drive for assortment is a long-term objective; there is a requirement to shift towards multiplicity whilst gathering instant business needs [14].

Discrimination is a result of inefficient behavior, to a certain extent attitude [14]. One of the key problems within private organizations is the disagreement between business policies on diversity and equality at a higher-ranking management level and the type of production targets and stress placed on section heads and line managers [14]. This can then permit space to imitate on outcomes and, in the long term, collision on business behavior [14]. Once an individual has stored information in this manner, the memory imprecise by label is the retained memory, as opposed to the "raw" arriving information [11]. Studies have demonstrated that, once people have developed stereotypic expectancies, they "memorize" stereotype-consistent manners that did not actually occur, stereotype-inconsistent behavior that did transpire is stored in a more circulate manner and is thus less eagerly retrievable by the decision-maker [11].

The implications of constant patterns of work-related segregation are mainly stimulating when viewed in the radiance of demographic predictions [2]. This means that those organize the work environment are below significant pressure to convey over undersized time frames, even as the enduring issue of introducing variety becomes contributory to the key drives of employees management and efficiency [14]. Globalizing firms must look forward to that women and men of racial diversity will essentially staff their operations [2]. This structure of discrimination is particularly attached to the human cognitive process for getting and storing information [11].

Researchers have established that individuals have a tendency to development arriving information by relying on cognitive shortcuts, in spirit and stereotypes [11]. Unfairness against an additional thus begins to arise at the point when new information is processed by the individual, such as upon a reunion, and continues with each interface between two people [11]. It shares a number of themes with older apprehension about equity and fairness but it also concerns itself with the extra magnitude of running diverse groups in a globalizing framework [2]. "The management of diversity" may be eye-catching to those who endorse an equity viewpoint for the reason that it appears to unite equity and practicality in such a system that it directly confronts those who have the influence to change long-standing and intolerable patterns of employment separation in an arrangement appealing to the economic rationalist status quo [2].

According to social psychology research, the natural human method of categorizing like substance together and associated cognitive biases can result in and bring about individuals' inherent dependence on stereotypes, these stereotypes can then function mostly autonomous of the objective of an entity [11].

Discrimination is relevant with respect to the motivation to keep on to work, strength refers to effort and performance, which is connected to the direction of older worker motivation to continue to work, and determination of the motivation to carry on to work is the contradictory of termination [9]. According to social cognition theory, stereotypes are individual prototypes that operate as hidden expectancies that how arriving information is interpreted "and remembered, stereotypes root discrimination by how persons process and remember information about other people [11].

Businesses had the opportunity of illustration and employees from another site, considerable dissimilarity was also noticed and it was mentioned in the periods for which previous warnings remained alive [5]. A number of Employment Acts have been passed to guard employees from unequal treatment in the workplace; there still are many racial discrimination cases against UK organizations [14]. The most common form of communication with the employees consists of the procedures such as orientation to them in the contract of employment or employee handbooks which doesn't focus of any discrimination. In one or two cases, particulars were specified only on notice boards, It was notable, especially in catering, that not all employees had written contracts of employment and questionable in future any discrimination act would be taken care of which directly affect their motivation at work place [5].

The foundation for discrimination in the workplace (such as gender, age, race, experience) racial discrimination is one of the most severe [14]. Discipline at work was also evident that alternative to the proper procedures, following initial informal approaches to a disciplinary problem, carried diverse and normally more serious implications for employees in private businesses than in public organizations [5].

Some studies have discovered association among ethnic discrimination and both physical illness and psychological distress, and discrimination has lately been documented as a psychological stressor and potential risk feature for physical illness [14].

Such differences propose that study focused on the presence or absence of a formal procedure, or on textual investigation of their requirements and at ease, is not likely to arrest the realities of workplace practice [5].

Some interesting similarities and differences are when identified and compared with earlier research on the impact of unfair dismissal legislation on small firms [5]. It certainly confirms that the legislation in small firms actual experience of unfair dismissal claims and has been an important stimulus to the introduction of formal disciplinary procedures, and does not challenge the widespread finding that such procedures are less common among smaller businesses [5].

Job motivators of Russian workers and found that pay is the most important job motivator for all age groups, no major differences in the ranking of job motivators between younger and older respondents [9]. Older workers did place higher value on pay and security and the respect and friendliness of

co-workers [9].

However, prior research reported substantial aggression among the senior managers of small businesses and the junior employees to the introduction of such formal procedures, often on the grounds that they were at likelihood with the casual ethos of the businesses [5]. The motivational profiles of private firm employees found that employees aged 50 and above have significantly higher combined (extrinsic, intrinsic, and moral) motivation scores than employees aged 20 to 39 [9].

Methods of Data Collection:

This research used the personal survey method, which is a very effective technique due to its reliability and accuracy. Since this particular research demands ensuring that respondents must specifically respond about the discriminatory discipline practices taking place in their organization with full assurance that their responses will be treated confidentially.

Sampling Technique and Sample Size:

Responses from a sample of 2100 respondents were collected for the research through convenience sampling technique. The respondents were all employees of private sector organizations working at various hierarchical levels.

Instrument of Data Collection:

The questionnaire used in this study comprised of discriminatory practices of organizations. These disciplinary practices were studied along the discriminatory grounds of Employees' Age, Gender, Seniority Level and Race as identified by authors like: [14]; [11]; [16]; [9].

The disciplinary practices of organizations along the dimensions of Employees Punctuality, Social Behavior, Timely Completion of Tasks, Behavior with Co-workers and Violation of Organizational Polices were considered for the study after a detailed feedback taken from over 30 Human Resource Managers from various organizations.

Content validity:

The instrument was then shown to the various subject specialists, HR managers to see if grounds of discrimination and relevant dimensions are properly covered.

Reliability:

Cronbach's alpha was checked to ensure the reliability of the instrument. The Cronbach's alpha of the instrument was 0.93 which shows a very high consistency.

Pre-testing:

The instrument was pre tested on over 50 respondents to ensure that each statement is clear and simple to understand by the respondents.

III. FINDINGS

H1: The anova and coefficient both are significant showing a relationship between the discriminatory discipline practices (timely completion of task and age, gender and seniority of employee) and motivation; where there is direct relationship for age while inverse relationship for gender and seniority of

employees.

The anova and coefficient both are non-significant showing no relationship between the discriminatory discipline practices (timely completion of task and race of employee) and motivation. The beta is negative (-.206) and the significance is (.289).

H2: The anova and coefficient both are significant showing a relationship between the discriminatory discipline practices (punctuality and age, gender and seniority of employee) and motivation; where there is direct relationship for age while inverse relationship for gender and seniority of employees.

The anova and coefficient both are non-significant showing no relationship between the discriminatory discipline practices (punctuality and race of employee) and motivation; where the significance is (.412) and the beta is negative (-.215).

H3: The anova and coefficient both are significant showing a relationship between the discriminatory discipline practices (social behavior and age, gender, race and seniority of employee) and motivation; where there is direct relationship for age and inverse relationship for race, gender and seniority of employees

H4: The anova and coefficient both are significant showing a relationship between the discriminatory discipline practices (behavior with co-workers and age, gender, race and seniority of employee) and motivation; where there is direct relationship for age while there is inverse relationship for gender, race and seniority of employees.

H5: The anova and coefficient both are significant showing a relationship between the discriminatory discipline practices (violation of organizational policies and age, gender, race and seniority of employee) and motivation; where the beta is negative showing inverse relationship for age, gender, race and seniority of employees.

IV. CONCLUSION

Based on the findings of the research it is concluded that the organizational discriminatory discipline practices have a significant effect on employees' level of motivation.

When it comes to the Timely Completion of Tasks the respondents feel that organizations do discriminate based on age, gender and seniority of employees but organizations do not discriminate based on the race of the employees. While relating these discriminatory discipline practices with the level of motivation of employees it is found that discrimination based on the age of the employee is the only factor which has direct relationship with the level of motivation of other employees while all other factors have an inverse relationship with the level of motivation. These findings are congruent with the culture of the country where respecting based on age is a very common practice.

When it comes to the Punctuality the respondents feel that organizations do discriminate based on age, gender and seniority of employees but organizations do not discriminate based on the race of the employees. While relating these

discriminatory discipline practices with the level of motivation of employees it is found that just like timely completion of tasks the discrimination on punctuality issues based on the age of employee is the only factor which has direct relationship with the level of motivation of other employees while all other factors have an inverse relationship with the level of motivation.

When it comes to the Social Behavior the respondents feel that organizations do discriminate based on age, gender and seniority and race of employees. While relating these discriminatory discipline practices with the level of motivation of employees it is found that discrimination based on the age of the employee is the only factor which has direct relationship with the level of motivation of other employees while all other factors have an inverse relationship with the level of motivation.

When it comes to the Employee Behavior with the Co-Workers the respondents feel that organizations do discriminate based on age, gender, race and seniority of employees. While relating these discriminatory discipline practices with the level of motivation of employees it is found that discrimination based on the age is the only factor which has direct relationship with the level of motivation of other employees while all other factors have an inverse relationship with the level of motivation.

When it comes to the Violation of Organizational Policies the respondents feel that organizations do discriminate based on age, gender, race and seniority of employees. While relating these discriminatory discipline practices with the level of motivation of employees it is found that all the factors have an inverse relationship with the level of motivation. These specifies that organizational policies have very significant importance for the organization.

RECOMMENDATIONS

Based on the findings and the resultant conclusion it is recommended that organizations must look into the culture of their organizations and identify if there are unofficial practices prevailing in their organizations where discriminatory discipline practices are being exercised among the employees since these discriminatory disciplinary practices have a significant role in creating demotivation among the employees of the organization.

It is also recommended that future researches must be carried out on similar lines along with some other discriminatory dimensions to enable organizations to prevent demotivation and resultant dissatisfaction among its employees.

REFERENCES

- [1] Dukes, 2004, The court concluded that Bielby's testimony was warranted at this stage of litigation because it could "add probative value to the inference of discrimination that plaintiffs allege." Vol . 22, No.154
- [2] Humphries Maria & Grice Shayne, 1995, Equal employment opportunity and the management of diversity, Journal of Organizational Change Management, Vol. 8, No. 5
- [3] Goncharuk Anatoliy G. & Monat Jamie .P, 2009, A synergistic performance management model conjoining benchmarking and motivation, An International journal Emerald group publishing limited, Vol. 16.No. 6
- [4] Gordon Nancy.M & Morton Thomas.E, June 1974, Faculty Salaries: Is there Discrimination by Sex, Race, and discipline, the American economic review, Vol. 64, No. 3
- [5] John Goodman, Jill Earnshaw, Mick Marchington & Harrison Robin, 1998, Unfair dismissal cases disciplinary procedures recruitment methods and management style, Employee Relations journal, Vol. 20 No. 6
- [6] Joan Williams, 1999, Arguing that litigation may be the best means of adjusting employer attitudes and approaches to the workplace, Vol.44, No.6
- [7] Jodjana. V and Kleiner.B, 2001, "A review of current empirical research concerning discrimination at work", Equal Opportunities International, Vol. 20 No. 5, pp. 5-9.
<http://dx.doi.org/10.1108/02610150110786930>
- [8] Johnson William.R, 1978, Racial wage discrimination and industrial structure, the bell journal of economics, Vol. 8, No. 160
- [9] Kooij Dorien, Jansen Paul, Lange Annet de, Dijkers Josje, 2006, Age related factors in the motivation to work: what we know and where we need to go, Management journal, Vol. 2, No. 9
- [10] Lawrence Thomas.B, Mauws Michael.K, Dyck Bruno & Kleysen Robert.F, January 2005, The politics of organizational learning: Integrating power into the 4I framework, Academy of Management Review, Vol. 30, No. 1
- [11] Lee, 2005, Unconscious bias theory in employment discrimination litigation, Harvard civil rights-civil liberties law review, Vol. 40, No.15
- [12] Llore'ns Montes Francisco Javier , Moreno Antonia Ruiz & Luis Miguel Molina Ferna'ndez, 2004, Assessing the organizational climate and contractual relationship for perceptions of support for innovation, International Journal of Manpower , Vol. 25 , No.2
- [13] Michael Selmi, 2001, Why Are Employment Discrimination Cases So Hard to Win?, Vol.61, No. 5
- [14] Regmi krishma & Naidoo Jennie, March 2009, Understanding the effect of discrimination in the workplace, Equal Opportunities international emerald group publishing limited, Vol. 28, No. 5
- [15] Robinson v. Polaroid Corp., 1984, subjective evaluations which could easily mask covert or unconscious race discrimination on the part of predominantly white managers, Vol.49, No.4.
- [16] Shinnar Rachel.S, Young Cheri.A & Meana Marta, Winter 2004, The motivations for and outcomes of employees of referrals, journal of Business and Psychology, University of Nevada, Vol. 19, No.2.