

## **WORKPLACE DISCIPLINE AND INDUSTRIAL HARMONY OF CONSTRUCTION COMPANIES IN YENAGOA, BAYELSA STATE**

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### **ABSTRACT**

*The study determined the relationship between workplace discipline and industrial harmony of construction companies in Yenagoa, Bayelsa State. The objectives of the study were to determine the relationship between the dimensions of workplace discipline such as preventive discipline, curative discipline and progressive discipline; and industrial harmony such as cooperation, absence of strike and effective communication. The study adopted the cross-sectional survey research design. The population of the study consists of 69 managers from 11 construction companies in Yenagoa, Bayelsa State. The entire population was used as the sample size, hence a census study. Structured questionnaire was used as instrument for data collection. After validation by the supervisors and other experts in Management. 69 copies of the questionnaires whose reliability was tested through Cronbach Alpha were administered to the targeted sample. However the researchers were able to retrieve 58 copies. Mean and standard deviation were used for the univariate analysis; Spearman Rank Order Correlation Coefficient was used for the bivariate analysis, while the multivariate analysis was done using Partial Correlation. The findings revealed that a significant relationship between workplace discipline and industrial harmony of construction companies in Yenagoa, Bayelsa State. It was also found that leadership style moderates the relationship between workplace discipline and industrial harmony of construction companies in Yenagoa, Bayelsa State. The study concluded that construction companies in Yenagoa, Bayelsa State adopt discipline mechanisms to manage inappropriate or deviant behaviours in their workplaces. The study recommended amongst others that efforts should be made by managers of construction companies in Yenagoa to help employees understand, the need for discipline in the organizations and why it preventing deviances must be ensured to promote cooperation; Offending employees should be demoted to lower grade for repeated minor offences and it should be in line with the labour act so as to avoid strike actions; Managers, as a matter of necessity, need to learn to share understanding with their employees, inform them about the penalties for minor and major offences and give them opportunity to learn so as to avoid strike actions in the workplace.*

**Keywords: Workplace Discipline: Preventive, Curative and Progressive, And Cooperation, Absence of strike and Effective communication**

### **INTRODUCTION**

Every business wishes to be in a state of concordance with her workers while doing its structure. This is a result of the way that without understanding there would be tumult which clearly is unfavorable to the achievement of the affiliation's suspicions. This has made the possibility of current congeniality one of the most delicate and complex challenges of affiliations. Current congruity depicts a state of various leveled security where the board and delegates fill in as one to achieve their optimal goals. It is an inviting and general settlement on working closeness among managers and delegates for shared gains and combination (Osad and Osas, 2013; Ndubuisi-Okolo et al., 2022). Basically, present day congruity increases work effectiveness and redesigns accomplishment in affiliations, achieving monetary flourishing, dealing with the lifestyles of individuals through ensuring a selective assumption for living. It makes available calm climate supportive for flexibility, talk and other different streets of settling present day or business related inquiries among affiliation's

accomplices. This makes a raised level of delegate commitment and satisfaction. Present day congruity fills in as a panacea that mitigates conflicts and advances concordance that will achieve various leveled goals. Hence, from the earlier this work assessed present day congeniality with respect to interest, nonattendance of strike and convincing correspondence.

This study portrays workplace discipline as the enrollment of sufficient approach to acting that are as per the rules and rules of an affiliation. This proposes that arrangement is predicated on work space discipline, which incorporates hard and fast acknowledgment to the spread out cycles, procedures and technique of an affiliation. In the brilliance of the previously mentioned, this study dimensionalized workplace discipline into preventive discipline, mending discipline and moderate discipline.

Preventive discipline insinuates measures taken by the chiefs to dismiss underhandedness while keeping workers partook over finishing their endeavors and commitments. According to Yussif (2021), preventive discipline implies frameworks expected to keep rambunctiousness away from happening regardless rather than answering when it ends up working. It is acknowledged among chiefs that the best method for preventing workers' instigating or deviances is to give quickening conduct leads so as they would adhere to this equivalent example while working for the affiliation. Medicinal discipline is executed to repel laborers that ignored the principles and rules of an affiliation. Idris and Alegbeleye (2015) saw the substance of supportive discipline is to compel sanctions on goofed agents and prevent future return of prohibited approaches to acting among various specialists. Therapeutic discipline is commonly used as a hindrance for agents needing to participate in such unsatisfactory ways of acting. Moderate discipline is the most well-known approach to using logically serious advances or measures when a delegate fails to resolve an issue ensuing to being offered a reasonable opportunity to do in that capacity. The essential rule of sound moderate discipline is to use the most un-outrageous action that you acknowledge is critical to address what's going on (Andrews, 2018).

Focuses on associated with workplace discipline and current understanding has been finished. Onyeizugbe et al. (2018) dissected the level of relationship that exists between current friendliness and delegate execution in picked Food and Reward Firms in Anambra State. Nduka et al. (2019) examined the association between workplace discipline and various leveled practicality of Abia State Polytechnic, Aba. Ndubuisi-Okolo et al. (2022) examined current congruity as a solution for workplace degenerate approach to acting among educators in Nigeria. Patrick (2015) coordinated an association focus on that observationally examined the association between workplace discipline and various leveled proficiency in gathering relationship in South Nigeria. Juma and Moronge (2015) examined the effect of moderate discipline on specialist execution in Kenya.

Even more along these lines, BlueJack et al. (2021) dissected the association between preventive discipline and current relations environment of electrical planning help associations in South, Nigeria. Idris and Alegbeleye (2015) drove a focus on discipline and affiliation practicality concerning Nigeria Customs Organization. Okon et al. (2012) did a survey to choose the impact of between affiliation conflicts on present day concordance in School of Calabar Showing Clinical center and Government NeuroPsychiatric Clinical facility Calabar. Sholokwu and Olori (2016) broke down the association between the leaders' practices and present day arrangement in the oil and gas firms in Streams State. Nkiinebari (2014) coordinated a focus on workplace a vote based framework and current congruity in picked creating firms in Port Harcourt. Nevertheless, none of above assessments has examined the association between workplace discipline and current agreeableness of improvement associations in Yenagoa, Bayelsa State.

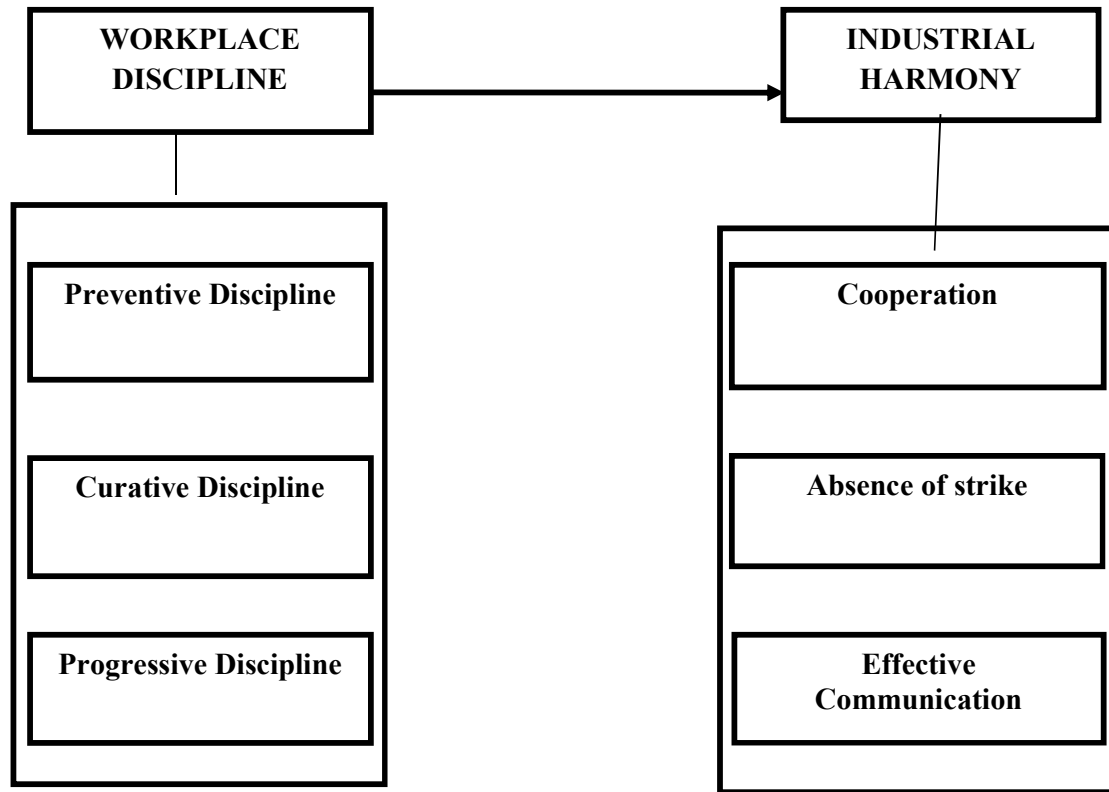
### **Statement of the Problem**

It appears to be present day disharmony is tolerating extraordinary degree among advancement associations in Yenagoa, Bayelsa State. The less cooperation, persistent strike and lamentable correspondence arising in the workplace seems to begin from malbehaviours portray by workers and the board, ignoring the effectuality of discipline. Agents are alluded to for crazy appalling way

of behaving, for instance, surprising flake-out, blackmail, dishonesty, isolation, deception of records, vandalization of properties, prurient way of behaving, disobedience, misconduct and delinquency among others which are symptoms of workplace indiscipline (Onah, 2009). The above shows that organization of relationship, for instance, advancement associations ought to build up their discipline practices to lessen lead while propelling the concordance, productivity and execution of the affiliation.

Clearly, where discipline is unenforceable, it doesn't justify containing aggravation and disharmony in the affiliation. A couple of affiliations that have no rules of direct add to improper working of the workplace, in this way entering indiscipline among their workers. Even more along these lines, it is acknowledged that the most ridiculously horrible occupation of a various leveled pioneer is to establish a disciplinary movement to a weak laborer. Yet the goal is to change the delegates irksome approaches to acting, their decisions are regularly presented to going against individual understandings (Patrick, 2015). Workplace discipline, for instance, preventive discipline, remedial discipline and moderate discipline includes a course of learning and are good for teaching positive approach to acting towards the concordance of the affiliation.

Anyway, there appears, apparently, to be no survey that broke down the association between workplace discipline and present day agreeableness (Onyeizugbe et al., 2018; Nduka et al., 2019; Ndubuisi-Okolo et al., 2022; Patrick, 2015; Juma and Moronge, 2015; BlueJack et al., 2021; Idris and Alegbeleye, 2015; Okon et al., 2012; Sholokwu and Olori, 2016; Nkiinebari, 2014). Against the above premises, this study examines the association between work space discipline and current congruity of advancement associations in Yenagoa, Bayelsa State.

**Conceptual Framework**

**Fig. 1.1:** Conceptual Framework Showing Relationship between Workplace Discipline and Industrial Harmony.

**Source:** Nduka et al. (2019); Ndubuisi-Okolo et al., (20122); Sholokwu and Olori, (2016);

**Aim and Objectives of the Study**

The aim of this study is to examine the relationship between workplace discipline and industrial harmony of construction companies in Yenagoa, Bayelsa State. However, the specific objectives for the study were to:

1. Examine the relationship between preventive discipline and cooperation of construction companies in Yenagoa, Bayelsa State.
2. Determine the relationship between curative discipline and absence of strike of construction companies in Yenagoa, Bayelsa State.
3. Investigate the relationship between progressive discipline and effective communication of construction companies in Yenagoa, Bayelsa State.

**Research Questions**

Sequel to the research objectives stated above, the following research questions are posed to guide the study:

1. What is the relationship between preventive discipline and cooperation of construction companies in Yenagoa, Bayelsa State?
2. What is the relationship between curative discipline and absence of strike of construction companies in Yenagoa, Bayelsa State?
3. What is the relationship between progressive discipline and effective communication of construction companies in Yenagoa, Bayelsa State?

## Hypotheses

The following hypotheses was tested in this study:

- Ho<sub>1</sub>:** There is no significant relationship between preventive discipline and cooperation of construction companies in Yenagoa, Bayelsa State.
- Ho<sub>2</sub>:** There is no significant relationship between curative discipline and absence of strike of construction companies in Yenagoa, Bayelsa State.
- Ho<sub>3</sub>:** There is no significant relationship between progressive discipline and effective communication of construction companies in Yenagoa, Bayelsa State.

## REVIEW OF RELATED LITERATURE

### Concept of Workplace Discipline

Workplace discipline has not been given a for the most part alright definition. In any case, a couple of specialists see workplace discipline as a sort of discipline which accomplishes fear and hatred when an individual is locked in with improper exhibits in an affiliation. On the other hand, a couple of specialists view working climate discipline as the approach to acting of satisfactory lead and adherence to spread out rules and rules in the affiliation (Idris and Alegbeleye, 2015; Nduka et al., 2019). Discipline in the work space is the means by which regulatory staff right direct needs and assurance adherence to spread out rules.

In the most direct term, discipline suggests the conscious approach to acting displayed by individuals or social occasion of individuals. Discipline also implies the approach to acting that is as per spread out rules and rules. In organization discourse, specialist discipline proposes that delegates agree to the standards and rules spread out by a relationship for appropriate approach to acting (Onah, 2009). Knight in Nduka (2019) saw discipline as a sort of direct unmistakable to a particular planning. According to Dumisan (2012), discipline suggests acknowledgment and complete consistence to the norms and rules of an overall population, neighborhood affiliation. Schultz in Nduka et al. (2019) depicted discipline as a power that cutoff points individuals or get-togethers of individuals from leaving on practices that are tricky to the systems of an affiliation. This direct is portrayed by a person to show his own characteristics. A delegate, for example reflects a particular direct in a workplace situation and his approach to acting contributes towards accomplishing their goal at the affiliation. Dumisan in Idris and Alegbeleye, (2015) portray discipline as a plan of rules and part for ensuring that disciplinary codes are followed. This proposes that every affiliation has its principles and rule "customs". Acknowledgment of these plans of rules in itself is discipline.

According to Calhoon in Nduka et al. (2019), workplace discipline has three inquisitive characteristics. First and foremost, delegate discipline is a showing of tact. Agent discipline implies with the singular undertakings at limitation to go along to the communicated techniques and rules of a relationship to ensure that various leveled targets are accomplished. Moreover, delegate discipline is a negative strategy. This recommends that discipline motivates individuals to leave on unambiguous activities, and afterward once more, it comparatively stops people from doing a couple of activities. All in all, specialist discipline is a reformatory technique. This proposes that discipline accomplishes discipline on laborers expecting they disregard or bumble in opposition to the spread out rules and rules of an affiliation. Disciplines are given to bombed laborers not to change past and unacceptable approaches to acting, yet rather to hold them back from emerging in the nearest future.

Nwosu and Ugwuera (2015) confirmed that the inspiration driving discipline particularly in a workplace is to abbreviate bad behavior among delegates, right bombed laborers and to hold such devilish exercises back from rehashing from this point forward. According to Apalia (2017), discipline ensures delegates adhere to the arrangement of standards and rules of execution of an affiliation. Agents are engaged right after failing to convey needed results. The mistake could be connected either to the commitments did by a delegate or dismissal of rules and system considered huge for legitimate work direct. Moreover, workplace discipline is taken on to stay aware of respect among subordinates and supervisors. Insufficiently oversaw discipline could de-prod laborers or caused

misconstruing between agents. Of course, a particularly coordinated discipline would overhaul specialist direct, limit exhibits of sad way of behaving and develop a pleasant association among delegates and their managers. Workplace discipline lifts the sensation of certainty for agents for additional created work productivity and capability. Despite the way that, discipline should be executed for horrendous appearance, regardless, Nwosu and Ugwuera (2015) zeroed in on that discipline for dull appearance should be barred for laborers that are at this point being ready working. It is misguided for laborers to educate for results past their capacities (Beidan in Nduka et al., 2019).

These discipline exercises are guided by essential rule to accomplish its optimal purposes. This guide ought to be followed shrewdly to avoid a boomerang. The principles should be spelt out recorded as a printed copy and properly conferred to all specialists. As often as possible time these are contained in the general staff rules and rules. All delegates influenced by a particular disciplinary action should be communicated. Affiliation should indicate the standard of execution feasible and the rules laborers should acclimate to (Muhammad, 2013). Thusly, working climate discipline means a lot to stay aware of delegate respectability, execution while propelling the congruity and concordance of the affiliation.

### **Dimensions of Workplace Discipline**

#### **Preventive Discipline**

Preventive discipline insinuates measures taken by the leaders to dismiss wickedness while keeping workers partook over finishing their tasks and commitments. According to Yussif (2021), preventive discipline implies strategies expected to keep rambunctiousness away from happening regardless rather than answering when it ends up working. It is acknowledged among heads that the best method for preventing workers' boisterousness or deviances is to give empowering conduct governs so as they would adhere to this equivalent example while working for the affiliation. Nduka et al. (2019) communicated that this kind of discipline is approved to hold delegates back from mishandling the principles and rules of an affiliation. The essence of preventive discipline is to hinder delegates from undertaking practices conflicting to the methodologies and frameworks of an affiliation.

It is crucial for observe that preventive discipline is taken with ask laborers to comply to rules and chooses so indiscipline is thwarted. Preventive disciplinary methodologies are proactive disciplinary measures highlighted hindering or deterring affiliation people from freak work approaches to acting that manifest as deferral to work, delinquency, plain tedium, insubordination to pervasive, opposition among others (Dumisan, 2012). This recommends that it is preplanned in nature hence the boss can't be denied there of brain as it his commitment to lead and moreover prevent various laborers from finishing exhibitions of encroachment inside the affiliation. Preventive discipline considers the chiefs to plan and set up undertakings or measures that stop or deter definitive people from showing up bogged down, non-participation, clear dullness, resistance to transcendent official, and insubordination among others. Preventive discipline is planned to hinder encroachment or deviation. As such, it is regularly communicated expressly without vulnerability in direct terms for the high and the low in the relationship to sort out the message. For example "Walking during work hours is denied" (Idris and Alegbeleye, 2015).

Preventive discipline helps with avoiding madhouse, peculiarity and chaos in the approach to acting of a worker. It prompts workers to see rules, rules and philosophy which are viewed as critical for the strong working of a relationship while coordinating their approach to acting. In case delegates are not preventively prepared working their effectiveness level is most likely going to persevere. They fall behind in achieving their goals and accomplishing the work that should be finished. This inturn demotivates them and there is a terrible winding of productivity hardship with as a rule in bunch execution (Odhong and Omolo, 2014). Exactly when preventive discipline is loved in the work space, workers will by and large portray positive and strong work direct as they add to the

satisfaction of the affiliation's objectives. It is one of the fundamental commitments of human resource chairmen to progress relevant disciplinary courses of action and assurance their adherence. Nevertheless, rules and rules, and laborer coordinating were used as indications of preventive discipline.

### **Curative Discipline**

Curative discipline is another kind of disciplines required by chiefs in work spaces. This kind of discipline is approved to rebuke laborers that ignored the principles and rules of an affiliation. Idris and Alegbeleye (2015) saw the exemplification of medicinal discipline is to drive sanctions on bombed laborers and prevent future return of unsatisfactory approaches to acting among various delegates. Supportive discipline is ordinarily used as a deterrent for laborers needing to participate in such unacceptable ways of acting. The differentiation among preventive and medicinal discipline is that the gadget of the past is a risk while that of the last choice is discipline. The above surmises that recuperating disciplinary action is taken when there is obstruction with the rules (Nduka et al., 2019). Routinely therapeutic discipline is a discipline like reprimand or suspension. Discipline is perhaps of the most troublesome area in the Work force the board ability. In overseeing irksome agents, working bosses ought to break down both inside and outside natural factors adding to the indiscipline, embrace and complete appropriate restorative exercises and survey the reasonability of their decisions.

Nevertheless, it is unarguable remedial discipline is turned to the educative speculation of discipline which loads on the educative capacity of discipline equivalent to workers. Discipline is perhaps of the most troublesome district in the Personnel the board ability. In overseeing problematic laborers, working bosses ought to examine both inside and outside regular components adding to the indiscipline, suggest and complete appropriate mending exercises and survey the ampleness of their decisions. Johnnie and Nwasike (2002) communicated that discipline successfully gives suitable lead in experts by fear of the consequences of acting wrongly and because of the unequivocal judgment of a chief or director whose power they respect. Consequently, this proposes that the fundamental thinking for discipline is to restore the chiefs authority of the standard lost by its encroachment. This speculation is generally stressed over the gig of discipline in work affiliation or in the improvement of discipline isn't to make the reprehensible pay for his show through the misery he perseveres, nor even to undermine possible violators of the law; it is to some degree to select unequivocally an affiliations excited disappointment concerning the encroachment of its norm as well as to restore the authoritative force of the particular conclude that has been broken (Johnnie and Nwasike in Nduka et al., 2019). Disciplines are one measure for overseeing express offenses. Disciplines are a huge outline of therapeutic disciplinary framework. An undertaking is made to test further into the makes driving oddity direct. Helpful instruments incorporate being careful to the agents and helping them with moving past their own difficulty by change of undertakings, shifts inconsistent exercises are avoided whatever amount as could sensibly be anticipated. The technique is prepared towards building extraordinary subordinate power associations. The trailblazer is insightful towards the botching agent.

### **Progressive Discipline**

Progressive discipline is the strategy engaged with using logically serious advances or measures when a delegate forgets to resolve an issue ensuing to being offered a reasonable opportunity to do thusly. The secret rule of sound moderate discipline is to use the most un-outrageous action that you acknowledge is essential to address what's going on. Increase the earnestness of the action given that the condition isn't helped (Andrews, 2018). The powerful discipline is controlled to permit a specialist a chance to take a healing action before extra serious disciplines are constrained. Thus the earnestness of discipline is extended each time the offense is repeated. The objective is to make and keep a helpful responsive workforce. This kind of discipline remembers the weight of significant consents for naughty exercises that are dependably committed. As a specialist keeps on committing

comparative offense, the endorsements become heavier (Nduka et al., 2019). As demonstrated by Jamodu (2012), moderate disciplinary systems are exercises against violators and non-conformist. It as such emanates as a result of various leveled part glaring resistance to what the board scowls at in their rules and rules or dismissing standards. As the name proposes, it is inferred to fill helpful necessities. An open measure succeeds the result of ruffian direct the erratic approach to acting and helps with reducing.

Delegates are off-kilter when their main tells them that their show warrants a verbal rebuke, the last step before made disciplinary action begins. Directors wonder their show as the earnestness of the discipline action progress. A fruitful, enlightening disciplinary action connection should keep the specialist instructed and mindful continually. Various managers scorn the disciplinary piece of their work more than much else. Managers rank ending a specialist at the main spot on the rundown of exercises in which they most rather not have influence. Executives would like to contribute their energy on works out, for instance, characterizing goals, studying progress and abstaining from issues agents experience as they attempt to complete their work (Juma and Moronge, 2015)

As per an association perspective, a delegate rebuff shows that the association will be working with the specialist to help the individual being referred to with getting to a higher level. All the while, the association reports its rising wretchedness with the eprimand shows that the laborer will moreover be instructed in regards to the display issue and their results expecting they reminded uncorrected. Following the letter of blame, dependent upon the additional advances can consolidate resulting letters of reproach with going with disciplines, for instance, days off from work. Accepting the director has certainty that the agent can deal with their show, at whatever point during the discipline any action methodology, and preferably before the primary letter of scold, the supervisor can introduce a presentation, improvement plan (PIP). The PIP is a formal, unmistakable report with targets, suppositions and courses of occasions, the work and execution suspicions to the nonperforming delegate (Torrington in Nwaeke, 2017).

Even more accordingly, Venkata (2013) proclaimed that through a game plan of fitting arrangement and tutoring, multi-pronged and convincing techniques, genuine dissemination of work, the capability level of agents can be raised and their commitment to progressive goals overhauled. Consequently, the objective of the disciplinary cycle had created conditions by which laborers can purposely and excitedly contribute their best to their definitive targets inside the framework and guidelines of the affiliation. Moderate discipline is a discipline program, which propels from the most un-outrageous to the most serious with respect to disciplinary exercises/disciplines (Opatha and Mithani, 2017). The plan of moderate discipline start things out place even before fruitful workplace discipline the board can be said to have happened in an affiliation.

### **Concept of Industrial Harmony**

The possibility of current concordance implies a very much arranged and supportive settlement on working associations among managers and delegates for their common benefit (Onyeizugbe et al., 2018; Osad and Osas, 2013). This induces that cutting edge understanding is stressed over the association among the board and agents concerning the arrangements of business and the work place. Thus, it is what is happening where laborers and the board coordinate promptly in mission for the affiliation's places and targets. Current congruity in its ideal construction, deduces an industry in a condition of relative concordance where association among individuals or possibly bundles are well disposed and valuable. Sayles and Strauss (1981) proclaim that with the undeniable differentiations among packs inside an affiliation, battle and shifting targets immerse present day affiliations. This kind of dispute prevents the presence of present day congruity which reflects a state of various leveled unsteadiness (Sayles and Strauss, in Onyeizugbe et al., 2018).

Drawing according to the perspectives, current understanding consolidates four extensive areas of coordinated effort: commitments, work technique, total managing, correspondence and advice (Odia and Omofonmwan, 2007). Current congruity further creates work effectiveness and consequently pushes ahead execution in affiliations, accomplishing financial turn of events, and

extending assumptions for regular solaces and individual fulfillment (Onyeizugbe et al., 2018). Current concordance tends to agreeable and general settlement on working associations among supervisors and delegates for their common benefit. Current understanding is connected with the coordinated effort among the board and delegates concerning the arrangements of business and the work place. Hanson in Ndubuisi-Okolo et al. (2022) accepts that advanced arrangement suggests nonappearance of strike by present day relationship in affiliation which will without a doubt achieve strong and capable affiliation. Current friendliness is critical in the tertiary establishments since it progresses laborers' liability that pushes the achievement of various leveled goals. It moreover lays out a tranquil work area supportive for opposition, trade and other decision (to strike) strategy for settling present day or work banter in Nigeria (like conversation, mediation, watchfulness, mollification and indictment or court settlement).

Fundamentally, Akuh (2016) communicated that advanced concordance expects that all organization work force grasp their commitments and what is generally anticipated of them, and have the readiness and authority vital to delivery such commitments and commitments capably. Also, commitments and obligations in regards to each get-together of laborers are communicated with clearness and ease in the definitive/institutional development. Additionally, individual agents or work-packs know their objectives and are reliably kept instructed in regards to advance made towards achieving them. Even more in this way, there is an effective association in the exchange of information and points of view between senior organization and people from the work bundle. Up to this point, supervisors are educated about progression and changes before they occur so they can get a handle on the leaders' game plans and goes for the gold pack.

### **Measures of Industrial Harmony Cooperation**

Cooperation as an extent of present day concordance implies participating to achieve a common goal. As demonstrated by Gilani (2019), joint effort is conceivably of the most extensively trained capacity. At an early age, we are instructed "went along with we stand, isolated we fall. In the work space this suggests a strong environment where delegates work close to one another to achieve both individual and various leveled objectives. They ought to work with others, as opposed to against each other, to be helpful. Coordinated effort is described by Argyle in Agabe (2019) as "acting together, in an arranged way working, unwinding, or in well disposed associations, pursuing shared targets, the thoroughly enjoy the joint activity, or basically working with the relationship".

In affiliations Marcus and Le (2013) underlined working with others for shared targets and raised conditions, for instance, sharing information and helping each other to complete explicit obligations, where these pleasant approaches to acting are observed. Along these lines, joint effort bases on the association inside individuals, social events and affiliations, and the following mental associations either for typical expansion or benefit. These makers express that pleasant associations can be formal or relaxed, dependent upon whether they incorporate legitimate responsibilities and formal plans of control, or flexible plans that portray social events' responsibilities. Deutsch's theory of coordinated effort and split the difference in dos Santos et al. (2016) showed that supportive get-togethers will isolate from relentless social events to a great extent: more fruitful correspondence and affirmation among people; all the more very much arranged and strong social affair discussions; more effort coordination, work division, course through task achievement, more solicitation while looking at, and higher effectiveness; a more unmistakable impression of understanding and confidence in each other's contemplations and a motivator for the get-together, and an unrivaled sensation of resemblance in values and convictions. In like manner, support prompts the perspective of dispute as an issue to be settled generally and agreeably.

The phenomenal inspiration to organize in a work area is to achieve cooperation. Achieving this is simply possible when the organization grants staff people to work their best at their own level. Carving out a time to understanding the delegates and their approach to acting toward their noteworthy line makes this joint effort in a work area. Laborers who assist with outing others and

make a pass at normal accomplishment should be upheld in light of the fact that a commonly profitable mindset prompts an optimal result for each intricate party and hence prompts progressive turn of events. Collaboration helps with harmony making and ensures that none of the agents holds sensations of hate against another. Just collecting a gathering of successful and qualified specialists isn't adequate. An environment where laborers trust, help and sponsorship each other produces the best results. It couldn't commonly be easy to achieve coordinated effort at a workplace. It turns out to be all the more constantly where work is serious. If cooperation isn't bestowed in such a system, two or three individuals could flourish with time anyway the affiliation generally speaking will persevere. It is thusly essential to guarantee that the resistance is sound and dynamic. Granting interest can't be accomplished until further notice (Gilani, 2019). The critical isn't to surrender. The top organization needs to keep supporting investment by examining it to the laborers and setting models. In support, helpful approach to acting is basic for its feasibility to be improved, in this way it should be stimulated through the making of gatherings, allotting them adventures and giving awards considering consolidated presentations, to work with work contemplates. Anyway, boss specialist joint effort and gathering cooperation were used as indications of cooperation in this audit.

### **Absence of Strike**

Strike is a work stoppage made by the mass refusal of delegates work. Strike, when in doubt, happens due to specialist grumblings (Nwaogu, 2012). Strike is the indication of current movement. Strike contains workers declining to work and picketing outside the workplace to thwart or deter people from working in their place or driving business with their chief. Strike happens in view of relentless diseases existing in the workplace, among others which are workers' mistake with association's methodology, remuneration and force issues, low expansion, ill-conceived discharge or dismissal of a delegate, withdrawal of any concession or honor, superfluous work hours and rest ranges, unapproved leaves with wages and events, midway prize, benefit sharing, ideal resource and tip (Nwaogu, 2012; Fapohunda, 2012). To decrease the danger of current exercises in affiliations, the board ought to acknowledge consciousness of the recently referenced, as plan and execution of techniques to shrewdly address these sicknesses would present day movement presence in workplaces. This breeds investment.

Unusually, the affiliation quality in an industry, in this manner overall lay on the force of the strike. Strike is an amazingly noteworthy present day action mechanical gathering and can be serious accepting the experts on strike address key work then again if the creation lost accomplished by the business amidst the strike is astoundingly colossal. The strike additionally makes the association to join truly in future trade; in that breaking point, convincing strikes advance the overseeing position of the relationship for next strategy. The strike if fruitful, redesigns the money related flourishing individuals from exchange relationship as they can pay increments as a result of strike activity (Sholokwu and Olori, 2016). Striking experts stand the gamble of losing critical remuneration amidst the hour of the strike. Persistent present day movement hurts the remaining of a firm, in this way painting it dull (horrendous) before broad society. In any case, when things are agreeably completed in an affiliation, strike is restricted as needs be building up director and specialist reasonable relationship while going through business undertakings and activities.

To the advanced striker, strike tends to the activity of his huge right to pull back his associations. Conditions which seem to discredit his own yearning and yearning or which handicaps the satisfaction of the essentials of the individual are being enrolled during the time spent striking. Considerably more essentially, these solitary honors are outfit by the exchange relationship to set out fighting activity. The affiliation quality in an industry, as such generally lay on the force of the strike. The strike is an unbelievably amazing gadget and can be serious expecting that the workers on strike address key work then again accepting the creation lost accomplished by the business amidst the strike is particularly tremendous (Sholokwu and Olori, 2016; Fapohunda, 2012).

### **Effective Communication**

Strong correspondence is one techniques for knowing whether there exists congruity in the presence of an affiliation. It is the most normal approach to exchanging considerations, thoughts, opinions, data, and data so the message is gotten and seen with clearness and reason. Exactly when we bestow really, both the source and authority feel satisfied (Coursera, 2022). This recommends that correspondence is critical to any accommodating structure as it lays out an environment of trust, understanding and capacity. It propels strong organization practices and convinces staff to more critical effectiveness. Correspondence is an inevitable and critical instrument of the board. Affiliations/foundations that keep information or give it reluctantly may raise battle, question, uncertainty, chaos, or crisis. As per this perspective, the board ought to talk with staff every time to achieve current concordance and understanding and augmentation expert execution (Udeajah in Akuh, 2016; Obi, 2004).

It is imperative to observe that strong correspondence works with critical cooperation and exchange of information or contemplations among bundle people. Correspondence should be open and administrative abilities worked with pleasantly. The free movement of information, according to Onasanya (1999), is a critical think about making sorting out in a foundation. In his view, heads have a commitment to ensure that they fathomed as well as that they in this manner sort out various people from the association. Affiliation's organization can be unquestionably known whether they keep a promise to responsiveness. The leaders should ensure that staff people are kept by and large around informed about issues, for instance, pay configuration, battle and discussion objective strategies, prosperity, staff improvement and getting ready, and so on. To prevent duplication of bearings, the chiefs should moreover ensure that all unit heads are totally aware of their areas of commitment (Akpofure and N'dipu in Akuh, 2016).

Even more subsequently, the leaders ought to do whatever it takes not to deny induction to information. Vaid (2003) stays aware of that many cases that lead to delegate grievances are connected with lamentable correspondence in the work the chiefs relationship. This makes harshness and uncertainty. Workers should not be denied information and the board shouldn't show lukewarm disposition towards information dissipating. Managers or possibly regulators ought to be learned in correspondence speculation and practice if they are to enable specialist access and finding as such progressing pleasing associations among the chiefs and staff and among the genuine staff.

### **Theoretical Review**

#### **Social Learning Theory**

Social learning theory, also known as observational learning or modeling, is a psychological theory that explains how individuals acquire new behaviors, attitudes, and skills through observing and imitating others. This theory was developed by Albert Bandura in the 1960s and has since become one of the most influential theories in the field of psychology (Bandura, 1977). According to social learning theory, learning occurs through a process of observation, imitation, and reinforcement. Individuals observe the behavior of others and then imitate or model that behavior. The observed behavior can be either live or through media such as television, movies, or the internet (Bandura, 1986). The theory suggests that individuals are more likely to imitate behaviors that they perceive as being rewarded or reinforced (Bandura, 1977).

One of the key concepts in social learning theory is vicarious reinforcement. Vicarious reinforcement refers to the process by which individuals learn from the consequences of others' behavior. For example, if an individual observes someone else being praised for their hard work, they are more likely to engage in similar behavior in the future (Bandura & Walters, 1963). On the other hand, if an individual observes someone else being punished for a certain behavior, they are less likely to engage in that behavior themselves. Another important concept in social learning theory is self-efficacy. Self-efficacy refers to an individual's belief in their own ability to successfully perform a specific task or behavior (Bandura, 1994). According to Bandura, individuals with high self-efficacy

are more likely to engage in challenging tasks and persist in the face of obstacles. They are also more likely to set higher goals for themselves and put forth greater effort to achieve those goals. Furthermore, social learning theory suggests that individuals are more likely to imitate behaviors that are rewarded or reinforced (Bandura, 1977). In the context of workplace discipline, this means that employees may be more inclined to adhere to disciplinary policies if they observe positive outcomes for those who comply with these policies. For instance, if an employee observes that their coworker receives recognition or promotion for consistently following company rules, they may be motivated to emulate this behavior. On the other hand, if an employee witnesses negative consequences for violating disciplinary policies, such as being demoted or facing financial penalties, they may be deterred from engaging in similar misconduct.

In addition, social learning theory emphasizes the role of vicarious reinforcement in shaping behavior (Bandura, 1977). Vicarious reinforcement occurs when individuals observe others being rewarded or punished for their actions. In the context of industrial harmony, this means that employees may be influenced by the consequences experienced by their coworkers. If an employee observes that their colleague is recognized or rewarded for contributing to a harmonious work environment, they may be motivated to engage in similar behaviors. Conversely, if they witness negative outcomes for those who engage in disruptive or confrontational behavior, they may be deterred from behaving in a similar manner.

Social learning theory has been applied to a wide range of areas, including education, parenting, and therapy. In education, teachers can use modeling techniques to demonstrate desired behaviors and skills to students (Bandura & Walters, 1963). Parents can also use social learning principles to teach their children appropriate behaviors and values (Bandura, 1977). In therapy, social learning theory has been used to help individuals overcome phobias and other anxiety disorders through modeling and gradual exposure (Bandura, 1997). In conclusion, social learning theory is a psychological theory that explains how individuals acquire new behaviors through observation and imitation. It emphasizes the role of reinforcement, vicarious reinforcement, self-efficacy, and cognitive processes in learning. This theory has had a significant impact on various fields such as education, parenting, and therapy.

### **Assumptions of Social Learning Theory**

1. **Observational Learning:** Social learning theory assumes that individuals can acquire new behaviors by observing others. This process involves paying attention to the model's behavior, retaining the observed information in memory, reproducing the behavior, and being motivated to imitate it.
2. **Vicarious Reinforcement:** According to social learning theory, individuals are more likely to imitate behaviors that are rewarded or reinforced. They learn from the consequences experienced by others, which can influence their own behavior.
3. **Self-Efficacy:** Social learning theory emphasizes the importance of self-efficacy, which refers to an individual's belief in their ability to perform a specific task or behavior. Higher self-efficacy leads to increased motivation and effort in acquiring new skills or behaviors.
4. **Reciprocal Determinism:** Social learning theory recognizes that behavior is influenced by both personal factors (e.g., cognition, emotions) and environmental factors (e.g., social context, reinforcement). These factors interact with each other in a reciprocal manner, shaping an individual's behavior.
5. **Modeling:** The theory assumes that individuals are more likely to imitate behaviors exhibited by models they perceive as similar to themselves or as having high status or competence.

### **Implications of Social Learning Theory**

1. **Role Modeling:** Organizations can promote positive workplace discipline by providing employees with role models who exhibit desired behaviors. Managers and supervisors can

serve as effective models by demonstrating ethical conduct, professionalism, and respectful communication.

2. **Reinforcement Strategies:** Employers can use reinforcement techniques to encourage desired behaviors and discourage undesirable ones. Recognizing and rewarding employees who display discipline and contribute to industrial harmony can reinforce these behaviors.
3. **Training Programs:** Social learning theory suggests that training programs should incorporate modeling and observational learning techniques. By providing opportunities for employees to observe and imitate desired behaviors, organizations can enhance workplace discipline and promote industrial harmony.
4. **Peer Influence:** The theory highlights the influence of peers on individual behavior. Encouraging positive peer relationships and fostering a supportive work environment can contribute to maintaining discipline and promoting harmony among employees.
5. **Self-Efficacy Enhancement:** Organizations can enhance employees' self-efficacy by providing training, feedback, and support. By building employees' confidence in their abilities to handle workplace challenges, organizations can foster discipline and industrial harmony.

### Empirical Review

Onyeizugbe et al. (2018) broke down the level of relationship that exists between present day concordance and delegate execution in picked Food and Savor Firms Anambra Express The audit used association concentrate on research plan. The quantity of occupants in the survey was 390 laborers of five picked Food and Reward Firms in Anambra State, Pearson thing second relationship was used to analyze the data accumulated. The revelations revealed that there is an incredibly noteworthy immense positive association between joint insight and laborer responsibility, and there is an extraordinarily great positive association between current larger part leads framework and delegate execution. The survey assumed that cutting edge congruity expects an urgent part in concluding delegate show in picked Food and Savor Firms Anambra State.

Nduka et al. (2019) investigated the association between work space discipline and legitimate sufficiency of Abia State Polytechnic, Aba. The audit embraced the outline research plan. The case of the audit included 250 purposively picked staff of Abia State Polytechnic, Aba, Abia State. A coordinated survey was used in summoning information from tried authorities. Illustrative estimations and Pearson thing depiction of relationship were utilized for the assessment of data. It was found that nonsensical organization practices, nonattendance of adequate oversight of laborers and nepotism connecting with fundamental issues are the huge explanations behind indiscipline among staff of Abia State Polytechnic. Similarly, the survey uncovered that the normally disciplinary measures used to address indiscipline are oral scold, issuance of request letter and dismissal. Furthermore, it was seen that the execution of approvals and disciplines on violators, responsive and sound organization and focusing on laborers' necessities and grumblings are the best ways to deal with staying aware of discipline in the Abia.

Ndubuisi-Okolo et al. (2022) examined present day congruity as a counteractant to workplace degenerate approach to acting among speakers in Nigeria using clarifying and inferential estimations gadgets with trial of 290 individuals from purposively picked schools in Nigeria. Disclosures of the audit revealed that all of the elements (wages, security and prosperity, the leaders right, working conditions and accidental benefits) recalled the model showed a very amazing effect for work space unruliness among educators in tertiary foundations in Nigeria.

Patrick (2015) drove an association focus on that observationally examined the association between workplace discipline and progressive productivity in Nigeria. An accessible people for the audit incorporates 225 authoritative and managerial staff indiscriminately drawn from a deliberately picked 15 collecting affiliations working inside the six states of the south area of Nigeria. Using Kretche and Morgan test confirmation table 225 respondents were drawn from a total people of 550 specialists across the affiliations. Disclosures uncovered high relationship coefficients between the

two variables with discipline showing a high mean score for its essential importance to progressive proficiency.

Juma and Moronge (2015) examined the effect of moderate discipline on agent execution in Kenya: A case of Mukurwe-Ini Wakulima Dairy Ltd. The audit used particular assessment plan with a goal of 130 laborers of Mukurwe-ini Wakulima Dairy Ltd. a big part of the general population that is 65 respondents were analyzed using fundamental erratic examining method. The fundamental data was accumulated by usage of studies as the data arrangement instruments. The data was analyzed using both undeniable and inferential estimations through the genuine group for social sciences (spss) variation 21. The assessment showed that general arrangements of standards decidedly affected agent performance. In like manner, laborer rebuke, agent disciplinary strategy and rules and rules are earnestly compared to delegate execution. The administering set of standards was the fundamental part. The survey contemplated that laborer scold, set of standards, agent rules and rules and delegate disciplinary methods emphatically affected specialist execution at Mukurwe-ini wakulima dairy.

BlueJack et al. (2021) broke down the association between preventive discipline and present day relations demeanor of electrical planning help associations in South, Nigeria. The assessment plan for this study was cross sectional outline and data were gotten using a lot of coordinated review from an amount of 144 delegates inside the associations. The Cronbach alpha steadfast quality was used in assessing the trustworthiness of the instruments took on in the survey. The test on the hypothesis showed that there is tremendous negative solid areas for yet between preventive discipline and opposing current relations environment. There is moreover enormous positive yet strong association between preventive discipline and pleasant current relations climate. It was in this manner contemplated that as preventive discipline parts are applied in the workplace, the not well arranged present day relations environment is basically reduced. In like manner as preventive discipline instruments are taken on the neighborly current relations environment is out and out extended.

Idris and Alegbeleye (2015) coordinated a focus on discipline and affiliation suitability concerning Nigeria Customs Organization. The survey embraced an unmistakable report. A clear sporadic looking at procedure was used to draw an illustration of one hundred and fifty (130) respondents from Nigeria Customs Organization Ikeja Request. Data was assembled through self-controlled surveys. Moreover, the chi-square trustworthiness of fit verifiable technique was used with the aide of succeed spread sheet. The revelations uncovered cover alia that, there is a need to keep raised necessity of discipline in an affiliation. It furthermore uncovered that one reason for high disciplinary cases in the Nigeria Customs Organization is charged on god-fatherism and favouritism.

Sholokwu and Olori (2016) dissected the association between the chiefs practices and current understanding in the oil and gas firms in Streams State. Test size of 343 were gotten using Taro Yamene's from the quantity of occupants in 2400 respondents that contain chiefs and agents in twelve oil and gas firms in Streams State. Realistic outline method for research was taken on and data were assembled through study. The fragment data were destitute down using clear rate and Mean score were used in the assessment of things on the survey. The Spearman's Position Relationship authentic procedure was used to test the seven hypotheses at 0.01 level of significance which was worked with by Quantifiable group for Human sciences (SPSS) programming. The results uncovered a basic association between The board practice and Present day congruity. It was also found that organization styles essentially coordinates the association between managerial practices and current agreeableness in Oil and Gas Associations in Streams State. Likewise, the audit assumes that Organization practice impacts Present day congruity in Oil and Gas Associations in Streams State.

Nkiinebari (2014) drove a focus on workplace a larger part controls government and current congruity in Nigeria. This study attempts to unravel the speedy explanations behind this workplace social distance. With a ultimate objective to give the fix to workplace coordinated effort, picked creating firms in Port Harcourt Nigeria were thought of. The general population contained 588

experts of picked creating firms in Port Harcourt and the model size chose using the Krejcie and Morgan (1970) model size table was 234. For data assessment, frequencies and descriptives were used, the usage of rates, mean scores and standard deviations were used nearby direct backslide to break down the association between Work space a vote based framework and Current congruity. The survey revealed that there is a high prevalence of tall coordinated affiliation which makes an opening among work and the chiefs, in this way normal cooperation had all the earmarks of being not to exist. Emotional and quantitative systems were used in friendly event and separating the data and recommendations were certain that a couple of normal conditions among which fair treatment, projecting a voting form and total wrangling are palliative experts fit for decreasing the undeniable relationship strain among work and the leaders which have as frequently as conceivable achieved strikes as the cutoff points.

## **METHODOLOGY**

### **Research Design**

The cross sectional survey research design will be adopted for this study. Reasons for the choice of this design which is deemed suitable and most appropriate for this study is that it was conducted across different construction companies in Yenagoa, Bayelsa State at the same time (which makes it a survey study). It also involves the test of hypotheses which is explanatory in nature.

### **Population of the Study**

The population of this study consists of sixty nine (69) managers from 11 construction companies in Yenagoa. These managers (both permanent and casual managers) are key managers who have designates to provide valid data to the researcher. They include the human resource manager, operations manager, marketing manager, public relation manager, account manager, chief executive manager (CEO), and health and safety (HSE) manager and Foreman. Some of these positions are merged according to the size of the company. Details of the population are provided in table overleaf.

**Population of the Study**

S/N	Construction Company	No. of Managers
1	<u>Azikel Dredging Ltd.</u> Azikel Close, Ogbogoro, Across Swali/Ekoli Bridge, Mbiama, Bayelsa State	6
2	<u>McMatthy Nigeria Limited.</u> Daniello House, Km 10, Isaac Boro Express Way, Etegwe, Yenagoa.	5
3	<u>Radnitz Integrated Services Limited.</u> Boro Expressway, Yenezue-Gene Yenagoa.	7
4	<u>Bricks Alliance Ind.</u> Old Commissioner Road By Opolo Market, Yenagoa.	5
5	<u>Cosreme Nigeria Limited.</u> 121, Agbura Road, Yenagoa.	5
6	<u>Donjulac Nigeria Limited.</u> 1, INEC Road, Yenagoa	5
7	<u>Engineer Super Nigeria Ltd.</u> Akenfa Street, Yenagoa	7
8	<u>First Base Construction Company Ltd.</u> Flat 9, PorbeniI Camp, Agudama-Epie Yenagoa.	8
9	Philland Engineering Services. 836, Melford Okilo Road, Yenagoa,	6
10	<u>Megastar Technical &amp; Construction Company.</u> 100, Imiringi Road, Yenagoa.	6
11	<u>Setraco.</u> Akali Street, Yenagoa	9
	<b>Total</b>	<b>69</b>

**Source:** Researcher/Construction Company Personnel Assistance, (2023)

**Sample Size/Sampling Techniques**

The entire managers (69 managers of 11 construction companies) will be used without sampling since the population is considered to be small, the study is considered a census study. Therefore, the sample size of this study is 69. Purposive sampling technique will be adopted during the distribution of the questionnaire, thus only managers of such positions will be selected to elicit response to the instrument.

**DATA PRESENTATION, ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS****Data Presentation****Table 4.1: Distribution and Retrieval of Questionnaire Items**

S/N	Name of Company	Copies of Questionnaire Administered	Retrieved Copies	No. Not Retrieved	Percentage Retrieved
1	<u>Azikel Dredging Ltd.</u>	6	5	1	6%
2.	<u>McMatthy Nigeria Limited.</u>	5	5	0	6%
3.	<u>Radnitz Integrated Services Limited.</u>	7	5	2	6%
4.	<u>Bricks Alliance Ind.</u>	5	4	1	5%
5.	<u>Cosreme Nigeria Limited.</u>	5	3	2	4%
6.	<u>Donjulac Nigeria Limited.</u>	5	5	0	6%
7.	<u>Engineer Super Nigeria Ltd.</u>	7	7	0	9%
8	<u>First Base Construction Company Ltd.</u>	8	6	2	7%
9	Philland Engineering Services.	6	5	1	6%
10	<u>Megastar Technical &amp; Construction Company.</u>	6	6	0	7%
11	<u>Setraco.</u>	9	7	2	9%
	<b>Total</b>	<b>69</b>	<b>58</b>	<b>11</b>	<b>71%</b>

**Source: Survey Data, 2023**

Table 4.1 above shows that a total of sixty nine (69) copies of the questionnaire were distributed to eleven (11) constructions companies in Yenagoa, Bayelsa State. However, the researcher was able to retrieved only sixty nine (58) copies representing 71% of the total number of questionnaire distributed. Thus, eleven (11) copies representing 29% of the questionnaire distributed were not retrieved. However, considering the fact that that the total percentage of the copies of the questionnaire retrieved were above 70%, the data collected was considered adequate enough to be used for the analysis.

### Bivariate Analysis

The hypotheses tested were in four categories involving the bivariate analysis; those preventive discipline, curative discipline and progressive discipline as they have their alternate forms with focus to their influence on industrial harmony. We set out confidence interval at 0.05 level of significance to test the statistical significance of this study.

#### Preventive Discipline and Industrial Harmony

**Ho<sub>1</sub>:** There is no significant relationship between preventive discipline and cooperation of construction companies in Yenagoa, Bayelsa State.

**Table 4.20: Correlations between Preventive Discipline and Industrial Harmony**

			Preventive Discipline	Cooperation
Spearman's rho	Preventive Discipline	Correlation Coefficient	1.000	.524**
		Sig. (2-tailed)	.000	.000
		N	58	58
	Cooperation	Correlation Coefficient	.524**	1.000
		Sig. (2-tailed)	.000	.000
		N	58	58

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Survey Data, 2023**

Column two of table 4.20 above shows r value of 0.524 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating preventive discipline and cooperation. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho<sub>1</sub>) which states that there is no significant relationship between preventive discipline and cooperation of construction companies in Yenagoa is rejected and the alternate hypothesis accepted. This implies that there is a significant correlation between preventive discipline and cooperation of construction companies in Yenagoa.

#### Curative Discipline and Industrial Harmony

**Ho<sub>2</sub>:** There is no significant relationship between curative discipline and absence of strike of construction companies in Yenagoa, Bayelsa State.

**Table 4.21: Correlations between Curative Discipline and Industrial Harmony**

			Curative Discipline	Absence of Strike
Spearman's rho	Curative Discipline	Correlation Coefficient	1.000	.720**

	Sig. (2-tailed)	.000	.000
	N	58	58
Absence of Strike	Correlation of Coefficient	.720**	1.000
	Sig. (2-tailed)	.000	.000
	N	58	58

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Source: Survey Data, 2023

Column three of table 4.21 above reveals r value 0.720 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating curative discipline and absence of strike. Since the significance value is less than the alpha level of 0.05, it is factually right to reject the null hypothesis ( $H_{05}$ ) which states that there is no significant relationship between curative discipline and absence of strike of construction companies in Yenagoa is rejected and the alternate hypothesis accepted. This implies that there is a significant relationship between curative discipline and absence of strike of construction companies in Yenagoa.

#### Progressive Discipline and Industrial Harmony

$H_{03}$ : There is no significant relationship between progressive discipline and effective communication of construction companies in Yenagoa, Bayelsa State.

**Table 4.22: Correlations between Progressive Discipline and Industrial Harmony**

		Progressive Discipline	Effective Communication
Progressive Discipline	Correlation Coefficient	1.000	.500**
	Sig. (2-tailed)	.000	.000
	N	58	58

Spearman's rho

Effective Communication	Correlation Coefficient	.500**	1.000
	Sig. (2-tailed)	.000	.000
	N	58	58

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Source: Survey Data, 2023

Column four of table 4.22 above reveals r value of 0.500 at a significance level of 0.00 which is less than the chosen alpha level of 0.05. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis ( $H_{09}$ ) which states that there is no significant relationship between progressive discipline and effective communication of construction companies in Yenagoa is rejected and the alternative hypothesis accepted. This implies that there is a significant relationship between progressive discipline and effective communication of construction companies in Yenagoa.

## **Discussion of Findings**

### **Preventive Discipline and Industrial Harmony**

The test of hypotheses one, as shown in table 4.1 revealed that there is an immense association between preventive discipline and present day concordance (cooperation, nonattendance of strike and fruitful correspondence) of improvement associations in Yenagoa, Bayelsa State. These disclosures are in consonance with the points of view on Nduka et al. (2019); BlueJack et al. (2021); BlueJack et al. (2021); Patrick (2015); and Ndubuisi-Okolo et al. (2022). These propose that preventive diseases in the workplace are basic accepting affiliations ought to try to propel friendliness while driving business. Current arrangement can be found as we think about preventive disciplinary in affiliations. Right when bosses will for the most part go to on or frame lengths to keep negative approaches to acting from occurring among agents, quietness is restored which uncovers joint effort, nonattendance of strike and strong correspondence in the workplace. Preventive discipline has the tendency of developing co-movement and high to level out of resolve, so much that the made and unwritten standards and conditions are obeyed vigorously by agents thusly updating present day understanding. Abah and Gberebie in BlueJack et al. (2022) communicated that workplace discipline could cover general terms of business, hour of work, correspondence, execution standards, progressive presumptions and general agents direct. When these are spelt out and executed, present day congruity is overhauled.

### **Curative Discipline and Industrial Harmony**

The test of hypotheses two as shown in table 4.2 revealed that there is a basic association between's therapeutic discipline and current congruity (joint effort, nonappearance of strike and practical correspondence) of improvement associations in Yenagoa, Bayelsa State. These disclosures are in consonance with the points of view on Patrick (2015); and Idris and Alegbeleye (2015). Thusly, it is fundamental to observe that this kind of discipline is an exhibit against violators and independent person. It oozes on account of legitimate part horrifying resistance to what the organization scowls at in their standards and rules or mishandling standards. Exactly when bosses don't take it possibly with delegates who are inclined toward sicknesses in the work space, they tend to esteemed restorative discipline to arrange others towards the congruity and work development of the affiliation (Idris and Alegbeleye, 2015). Changing or hindering further encroachment by supporting the violator helps with changing instigating among laborers, thusly propelling current understanding through cooperation, nonattendance of strike and convincing correspondence.

Like a muscle, discipline can be ready. The more you work on your discipline the more grounded it becomes. This proposes that every individual worker can be ready on the preventive, mending and moderate discipline so they can change in accordance with the suggested lead among delegates while propelling the arrangement of the affiliation. The more engaged expert breezes up bringing down the confused gathering with more noticeable capacity. Prepared gatherings can see the value in the circumstance and exercise restraint during mishap, while working on the support, doing whatever it takes not to strike and progress strong correspondence in the affiliation. Laborers who aren't as engaged flip out and end up costing themselves a shot. This discipline was made through extensive stretches of planning, taking into account each other mindful (Jeremiah, 2016; Guerin, 2022, and doing things that others aren't willing to do. By and large, remedial discipline, for instance, pay decline and alerted are good for changing the specialist from advancement to incredible, even as concordance is restored through interest, nonattendance of strike and convincing correspondence among affiliation

### **Progressive Discipline and Industrial Harmony**

The test of hypotheses three as shown in table 4.3 uncovered that there is a tremendous association between moderate discipline and current congruity (coordinated effort, nonappearance of strike and strong correspondence) of improvement associations in Yenagoa, Bayelsa State. These disclosures

are in consonance with the viewpoints on Juma and Moronge (2015); Nduka et al. (2019); Patrick (2015); and Idris and Alegbeleye (2015). Accordingly, it is basic to observe that associations need to think about friendly, moral and regular issues more than during the latest twenty years. This is for the presumptions and besides nature of the cycles and frameworks related with dealing with issues. Lately, associations have been urged to take on a grouping of execution redesigning or moderate human resource the board practices to chip away at their earnestness in the overall business place. Specialists and scholastics have long avowed that how an affiliation supervises people can affect its display (Peters in Juma and Moronge, 2015).

Regardless, when the leaders of affiliation applies moderate discipline, they oblige to keep the going with norms at the front of any course by ensuring that discipline is clear, moderate and expressly alerts of the results of kept using disciplinary perils that are not gotten done, or outfitting such an enormous number of cautions and shed moderate discipline where there is strong verification of serious bad behavior that has completely crushed the common sense of an on-going work relationship (Ignatius and Ruliyanto, 2017; Patrick, 2015). Consequently, adherence to the same advances coordinated effort, less strike and fruitful correspondence in the workplace.

Most gigantic associations use a moderate discipline of some sort, regardless of the way that they don't be ensured to call it by that name. Whether they are suggested as specific discipline programs, execution improvement plans, supportive movement systems, or another title, these structures are similar at their middle, regardless of the way that they could contrast in the nuances. All rest assured the association's disciplinary response should be reasonable and proportionate to the specialist's lead (Guerin, 2022).

Using moderate discipline can help the board with getting agents ready again while updating concordance in the work space. Moderate discipline grants bosses to mediate and address delegate approach to acting at the earliest tough spot. Moderate discipline redesigns correspondence among bosses and laborers thus building up their ties of concordance. Chiefs will for the most part achieve better execution and productivity from their laborers as a result of the gathering of moderate discipline (Kimberlee, 2018; Guerin, 2022; Ndubuisi-Okolo et al., 2022). It is enchanting to observe that consistently advancing discipline further creates delegate soul and support by showing that there are grants for good execution and consequences for awful appearance in the workplace. Right when moderate discipline is taken on consistency and conventionality in overseeing laborer issues is progressed which extends the level of agreeableness in the system. It in like manner lays the groundwork for fair, honestly flawless business end for agents who can't or will not improve with the objective that they wouldn't cause disharmony in the structure.

## CONCLUSIONS

Discipline procedures are used by construction enterprises in Yenagoa, Bayelsa State to control inappropriate or abnormal workplace behavior. To encourage beneficial employee behaviors and workplace harmony, disciplinary techniques such as preventative discipline, curative discipline, and progressive discipline are essential. Therefore, the study's empirical findings suggest that measures of preventative, curative, and progressive discipline have a substantial relationship to the industrial harmony (cooperation, lack of strike activity, and effective communication) of Yenagoa's construction enterprises. Additionally, it was shown that organizational culture improves the link between retention tactics and worker productivity in Yenagoa's construction firms.

## RECOMMENDATIONS

Base on the revelations and finishes, the going with proposition were made:

1. Managers should keep expansions of minor transgressors to address deviances and advance workers' joint effort being developed associations in Yenagoa.
2. Dismissal should be the last retreat to botching laborers and it should be rapidly passed on to them at the selected time.

3. Managers need not only to enlighten yet moreover guide and advance agent discipline and present day congruity being developed associations in Yenagoa.

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