



## Study of Scale Development of Discipline Management Practices in Organizations

### Örgütlerde Disiplin Yönetimi Uygulamaları Ölçeği Geliştirme Çalışması

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#### Abstract

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The aim of this research is to develop a valid and reliable measurement tool to measure discipline management practices in organizations. As a result of the content analysis and literature review of the data obtained from semi-structured interviews conducted with senior managers of 22 enterprises operating in the Karaman Organized Industrial Zone, a 107-item proposal pool was created. Expert opinions were consulted for appearance validity and scope validity for the items and the last scale was applied to 500 employees in different sectors after the pilot study. As a result of the exploratory factor analysis, a model consisting of 33 items and 3 factors (preventive discipline practices, constructive discipline practices, corrective discipline practices), whose construct validity was ensured, emerged and the total variance explained was found to be 53.83%. Confirmatory factor analysis was performed for structure, and acceptable goodness of fit index values were found after the corrections. The cronbach's alpha coefficient values of the scale were found to be reliable. In the research, a reliable and valid scale that can be used to determine disciplinary management practices in organizations was obtained, and the English and Turkish versions of the obtained scale were presented.

**Keywords:** Discipline management, discipline management practices in organizations, scale development.

#### Öz

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Bu araştırmanın amacı, örgütlerde disiplin yönetimi uygulamalarını ölçmek için geçerli ve güvenilir bir ölçme aracı geliştirmektir. Karaman Organize Sanayi Bölgesi'nde faaliyet gösteren 22 işletmenin üst düzey yöneticileri ile yapılan yarı yapılandırılmış görüşmelerden elde edilen verilerin içerik analizi ve literatür taraması sonucunda 107 maddelik önerme havuzu oluşturulmuştur. Oluşturulan maddelerin görünüm geçerliliği ve kapsam geçerliliği için uzman görüşlerine başvurulmuş, pilot çalışma sonrası elde edilen taslak ölçek farklı sektörlerdeki 500 çalışana uygulanmıştır. Açımlayıcı faktör analizi sonucunda 33 madde ve 3 faktörden (önleyici disiplin uygulamaları, yapıcı disiplin uygulamaları, düzeltici disiplin uygulamaları) oluşan yapı geçerliliği sağlanmış bir model ortaya çıkmış ve toplam varyans açıklama oranı %53,83 olarak bulunmuştur. Elde edilen yapı için doğrulayıcı faktör analizi yapılmış, gerçekleştirilen düzeltmeler sonrasında elde edilen uyum iyiliği indeks değerleri kabul edilebilir düzeylerde bulunmuştur. Ölçeğin cronbach alfa katsayı değerlerinin güvenilir olduğu görülmüştür. Araştırmanın sonucunda örgütlerde disiplin yönetimi uygulamalarını belirlemede kullanılabilecek güvenilir ve geçerli bir ölçek elde edilmiş, elde edilen ölçeğin İngilizce ve Türkçe versiyonları sunulmuştur.

**Anahtar Kelimeler:** Disiplin yönetimi, örgütlerde disiplin yönetimi uygulamaları, ölçek geliştirme.

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## 1. Introduction

The literature of organizational behavior focuses on examining employee behavior within the organization, understanding the causes of these behaviors, and developing strategies for future behaviors to be in a certain order. In this context, it is of great importance that employees work in coordination to serve organizational purposes. Various administrative practices are employed to ensure organizational order and to enable employees to carry out their activities in harmony. Such practices serve to regulate and control the behavior of employees with different cultures, needs, and expectations in organizations. In this context, disciplinary management practices are an important part of the applications applied in organizations.

Disciplinary management practices in organizations are neither a tool used solely to ensure the authority of management nor practices that define only the criminal system. The practices of disciplinary management are a set of practices used to create the environment of trust and peace needed in the realization of organizational objectives. The literature includes disciplinary practices defined by different names such as preventive discipline, corrective discipline, gradual discipline, constructive discipline, punitive discipline, revisionist discipline for the provision of discipline in organizations (Carrell et al., 1989: 616; Werther and Davis, 1996: 515; Fenley, 1998: 352; Kaplan, 2011: 141; Tortop et al., 2013: 311; Geylan, 1993: 35). These practices focus on which approach to follow if the individuals do not behave in accordance with the standards and internal rules.

No measuring tools were found in the related literature to determine the administrative practices used for the effective implementation of disciplinary processes in organizations. In this context, the literature is deprived of a scale that will make it possible to evaluate the disciplinary practices applied in the organizations together. Starting from this need, this research aims to develop a unique scale to determine what disciplinary management practices are in organizations that shape the attitudes and behaviors of the employees and affect the order and success of the organization. Within this context, the development of a scale that will allow the measurement of disciplinary practices in organizations constitutes the original aspect of this research. It is thought that the "Scale of disciplinary management practices in organizations" developed as a result of the research will make important contributions to the field writing in terms of making disciplinary practices and dimensions of these practices more understandable in organizations and allowing the appearance of disciplinary management practices in organizations with other variables. Within the scope of this purpose and importance, a conceptual framework was established for disciplinary management practices firstly in the research, and then a scale was developed by passing on the implementation steps to improve the scale of disciplinary management practices in organizations.

## 2. Literature Review

The concept of discipline generally has negative connotations such as punishment and oppression. However, the concept comes from the Latin word "discipulus" which means "learner" and is a concept that defines positive and necessary actions for organizations. Discipline is a training process that allows the individual to develop from various angles such as responsibility, self-control, obedience, as well as a system of rules that regulate employee behavior and, if necessary, prevent it through punishment. In addition, discipline should not be considered a chain of command consisting of strict rules that punish, dishonor, or ridicule (Fitzwater, 1998: 2). Accordingly, discipline is the acts of encouragement to adapt in order to prevent unacceptable performance of the employee or negative behavior that may harm the organization and organizational purposes (Werther and Davis, 1996: 515). Eren (2010: 421) defines discipline as the force that causes the employee to act willingly and faithfully in accordance with the rules of the organization. Redeker (1983: 5) considers the concept of discipline as a way of reacting if employees do not act within the limits set by the employer. In another words, discipline is referred to the activities in order to change or correct behavior (Atwater, et al., 2001: 250).

When the studies on the concept of discipline are examined in the literature, it is often seen that individual and organizational evaluations are made. Discipline is the efforts of the individual to accomplish his/her own goals on an individual basis while it is the procedures, rules, and applications that organizations employ in order to encourage the desired behaviors and prevent unwanted behaviors (Geylan, 2013: 185). While managers are interested in how to implement policy, procedure, and discipline; employees focus on the measures taken, the fairness of the practices, and the penalties were given. From this perspective, the perceptions of managers and employees regarding disciplinary practices in the organization differ (Atwater et al., 2007: 392).

In literature, disciplinary management practices in organizations are evaluated in different dimensions, but the generally accepted classification is in the form of preventive discipline, constructive discipline, and corrective discipline. Preventive discipline defines actions to prevent unwanted behavior by encouraging employees to meet the standards expected of them and to comply with the rules of the organization (Werther and Davis, 1996: 515). This approach includes administrative practices before the employee's rule violation has occurred. A constructive discipline is an approach that aims to correct unwanted behavior without punishment, contrary to corrective discipline, where punishment is at the forefront. In constructive disciplinary practices, it is essential to investigate the causes of the violation, prevent repetition and guide the employee rather than punishing the employee (Mayer, 1999: 38; Geylan, 2013: 187). The corrective discipline focuses on the elimination of behaviors that can't be prevented through preventive discipline using punishment (Geylan, 2013: 187). Corrective discipline is a disciplinary practice that comes into play after undesirable behavior and aims to end and repeat the rule violation (Werther and Davis, 1996: 516). In corrective disciplinary practices, it is believed that in the immediate aftermath of undesirable behavior and the case of intense sanctions, a conditional response will occur in the employee who violates the rules and the behavior will be prevented from being exhibited again (Fenley, 1998: 352). According to a different opinion, it is argued that success will not be through fear, threats, and punishment, but through the development and support of the employee's self-control capabilities (Wheeler, 1976: 257) yet if success is not achieved, it will be prevented from being responded with a simple penalty and the same violation as the punishment that took place by other employees (Jones, 1961: 3). Although punishment in providing discipline may seem like a negative situation, it is argued that the poorly performing employee has benefits such as improving behavior, communicating messages to other employees about expected performance and standards of behavior and that the perception that the punishment is legitimate will increase feelings of justice, motivation, morale, and performance (Cascio, 1995: 506).

It is seen that most of the discipline applications in the organizations are parental discipline and classroom and student discipline in the field of education (Albrecht and Clark, 2021; Obadire and Sinthumule, 2021; Koyuncu Şahin, 2021; Karadağlı, 2020; Karabay, 2020; Çalışkan Çetingöz, 2020; Karahan, 2020; Valente et al., 2019; Eroğlu, 2018; Sege and Siegel, 2018; Welsh and Little, 2018; Gregory and Fergus, 2017; Grusec et al., 2017; Duckworth and Seligman, 2006) and disciplinary practices in legislation in public institutions and organizations (Kaymaz, 2021; Prasetyo et al., 2021; Bektur, 2020; Levine, 2019; Kılınç and Aydın, 2017; Dzimbiri, 2016; Hasanuddin, 2015; Bucaktepe, 2015; Kaplan, 2011; Kaplan, 2008). Within this framework, there are also studies on disciplinary practices in organizations operating in the private sector (Juheti and Sulaeman, 2021; Paoki et al., 2017; Knight and Ukpere, 2014; Lastriani, 2014; Jones and Saundry, 2012; Haniç, 2011; Seçkin, 2009; Ergin, 2006; Fenley, 1998; Özdevecioğlu and Kaya, 2005) in the literature.

Various results have been reached in the few studies examining the effects of organizational discipline practices on the organization in the literature. Juheti and Sulaeman (2021) and Paoki et al. (2017) emphasized the impact of work discipline practices on employee performance. Knight and Ukpere (2014) examine how employees perceive the application of disciplinary action in the organisation and whether they felt that leaders were following correct procedures in this regard. The results revealed that employees felt disciplinary procedures were inconsistently applied, and that not

all employees received the same treatment for similar actions. Jones and Saundry examine the operational managers and human resource practitioners may interact and shape the nature and outcomes of disciplinary procedures and processes. Haniç (2011) focuses on the effect of discipline management practices on the job satisfaction of employees. Ergin (2006) examined the relationship between the behaviors that shape the discipline management practices and the personalities of the employees. Özdevecioğlu and Kaya (2005) determine how managers's gender effect discipline perception and its implementation. As a result of this research, it has been observed that, in comparison with male managers, female managers apply more discipline approaches (corrective and panitive), are less succesfull in discipline implementation and also a higher indiscipline rate is seen in organizations they manage.

When these studies are examined in detail, it is seen that the studies on disciplinary management practices in organizations are limited and they generally aim at creating conceptual frameworks. Accordingly, the scale to be developed to measure disciplinary management practices in organizations will be able to fill an important gap in the literature.

### 3. Methods and Findings

The three-stage scale development process proposed by Schwab (1980) was followed in the process of developing the scale of disciplinary management practices in organizations. These stages are creating a proposal pool, the structuring of the scale, and the evaluation of the scale (Erbaşı, 2019: 7). In this context, the proposal pool was firstly created, then scale structuring studies were carried out, and finally scale evaluation studies were carried out.

#### 3.1. Creation of the Proposal Pool

In the process of creating the proposal pool, the methods of deduction and induction were used together. Within the scope of the deductive method, examinations were made in the literature on what disciplinary management practices are in the organizations and each was defined in substances. As a result of the review of the literature, a proposal pool with 52 items was created. Within the scope of the induction method, semi-structured interviews were conducted with the senior managers of 22 enterprises operating in Karaman Organized Industrial Zone (N=150) who managed their disciplinary practices. Following the content analysis of the data obtained from these interviews, a proposal pool with 55 items was created. As a result, 52 items obtained as a result of the literature review and 55 items obtained from semi-structured interviews were combined to create a 107-point suggestion pool. 5 expert opinions were applied for appearance validity and scope validity for the generated suggestive pool and the scope validity rates and scope validity index for each item were examined. Scope validity rates are a method developed by Lawshe (1975) and 64 articles with a positive coverage validity rate on a scale were compared in terms of content validity. As Ayre and Scally (2014) suggested, the minimum scope required at the  $\alpha=0.05$  sign-up level for 5 expert assessments after this process is 1.00. The scope validation index of 56 items with a scope validity rate higher than the scope validation criteria (equal or complete because the minimum scope validity criteria are 1.00) has been calculated. As a result, the scope validity index calculated for 42 items is found as higher than the scope validity criteria. The obtained 42 items were applied to 30 employees for the pilot study and some substances were corrected in terms of meaning. After these corrections, expert opinions were reconstructed and the scale was finalized, thus the structured draft scale was found to have scope validity.

The report of Selcuk University Faculty of Economics and Administrative Sciences Social and Humanities Scientific Research and Publication Ethics Committee Report dated 05.10.2021 and numbered 09/25 that the resulting scale is suitable for scientific research and publication ethics has been received.

### 3.2. Structuring the Scale

The draft scale obtained during the creation of the proposal pool was applied to 500 employees in different sectors of the active labor market (who stated that they had knowledge of disciplinary practices in the organization in which they worked) between October 2021 and January 2022 through an online research panel (googleform). A 5-Likert scale was used between the range of 1 (I Strongly Disagree) and 5 (I Strongly Agree) to determine the levels of participation in the scale. When starting the scale configuration process, the findings of the participants' demographic characteristics were examined and the findings were presented in Table 1. When the results obtained from the analysis of the data were examined, it was seen that 54.4% of the participants were female and 45.6% were male and the average age of participants was 29.60. Of them, 51.2% have an associate's degree level and 24.8% are undergraduate and 11.2% are graduates. Approximately half of the participants (49.2%) have incomes between TL 2827 and TL 7972, with 57.4% working in the private sector and 42.6% in the public sector. When the sectors studied are examined in detail, it is seen that participants from all different sectors of business life are involved. The average working experience of the participants in their sector was 6.75 years and the average of their working experience in the organization they currently work in was 5.07 years. Again, it is understood that the participants worked in different organizational departments in different sectors. 84.8% of all participants are employees and 15.2% are in managerial positions.

**Table 1.** Findings on the Demographic Characteristics of the Participants

Variable	Category	f	%
Gender	Woman	272	54.4
	Male	228	45.6
Age	Average	29.60	
Education Status	Primary	2	.4
	Secondary	7	1.4
	High School	55	11.0
	Associate	256	51.2
	Graduate	124	24.8
	Post-graduate	56	11.2
Income Level	TL 2,826 and under	206	41.2
	TL 2827 to TL 7972	246	49.2
	TL 7973 and up	48	9.6
Sector in which He Works	Private	287	57.4
	Public	213	42.6
Sector In which He Works (Detail)	Justice and Security	59	11.8
	Wood Working, Paper and Paper Products	2	.4
	Information Technologies	5	1.0
	Environment	2	.4
	Education	108	21.6
	Electric and Electronics	6	1.2
	Energy	2	.4
	Finance	4	.8
	Food	37	7.4
	Construction	10	2.0
	Business and Management	17	3.4
	Chemistry, Oil, Rubber and Plastic	5	1.0
	Culture, Art and Design	1	.2
	Mine	4	.8
	Media, Communication and Publishing	6	1.2
	Metal	6	1.2
	Automotive	5	1.0
	Health and Social Services	125	25.0
	Sports and Recreation	2	.4
	Agriculture, Hunting and Fishing	14	2.8
	Textile, Apparel, Leather	14	2.8
	Trade (Sales and Marketing)	29	5.8
	Social and Personal Services	18	3.6
Tourism, Accommodation, Food and Beverage Services	8	1.6	
Transportation, Logistics, and Communication	11	2.2	
Industry Work Experience	Average (Year)	6.7540	
Work Experience in the Organization in Which He Now Works	Average (Year)	5.0720	
Business Unit	Management	108	21.6
	Marketing	84	16.8
	Manufacturing	66	13.2
	Financing	12	2.4
	Human Resources	91	18.2
	Other	139	27.8
Status	Employee	424	84
	Administrator	76	15

After examining the demographic findings of the participants, some descriptive findings of the scale were evaluated. At this stage, the average, minimum, maximum, standard deviation, skewness and kurtosis values are examined. The data are presented in Table 2.

**Table 2.** Minimum, Maximum, Average, Standard Deviation, Skewness and Kurtosis Values for Scale Items

Item Number	Minimum Value	Maximum Value	Average Value	Standard Deviation	Skewness Value	Kurtosis Value
ODYU1	1	5	4.1900	1.21196	-1.366	.579
ODYU2	1	5	4.3780	.86522	-1.763	2.325
ODYU3	1	5	4.0520	1.08980	-1.185	.604
ODYU4	1	5	4.3380	.89519	-1.609	2.528
ODYU5	1	5	4.2460	.93125	-1.405	1.952
ODYU6	1	5	3.8260	1.23887	-.923	-.240
ODYU7	1	5	4.0840	1.00147	-1.191	.995
ODYU8	1	5	4.2460	.88036	-1.474	2.609
ODYU9	1	5	4.1420	.93573	-1.318	1.751
ODYU10	1	5	4.3320	.86213	-1.676	2.309
ODYU11	1	5	4.1320	.93826	-1.435	2.240
ODYU12	1	5	4.0780	1.05743	-1.249	.975
ODYU13	1	5	4.1100	.92932	-1.318	1.749
ODYU14	1	5	4.1680	1.20942	-1.411	.897
ODYU15	1	5	4.0760	1.19376	-1.297	.688
ODYU16	1	5	4.0540	1.01447	-1.230	1.179
ODYU17	1	5	4.2200	1.09636	-1.535	1.599
ODYU18	1	5	4.0640	1.12714	-1.239	.729
ODYU19	1	5	3.7720	1.27878	-.768	-.595
ODYU20	1	5	4.1900	.88965	-1.513	2.762
ODYU21	1	5	4.0000	1.14657	-1.105	.343
ODYU22	1	5	3.9500	1.12696	-.981	.098
ODYU23	1	5	4.3160	1.03066	-1.699	2.305
ODYU24	1	5	3.9280	1.16169	-1.037	.219
ODYU25	1	5	3.7560	1.14678	-.753	-.223
ODYU26	1	5	3.5580	1.24166	-.477	-.922
ODYU27	1	5	3.8980	1.11628	-1.013	.292
ODYU28	1	5	4.1280	.90623	-1.293	1.885
ODYU29	1	5	3.6820	1.13112	-.603	-.480
ODYU30	1	5	3.6800	1.15597	-.588	-.577
ODYU31	1	5	3.8800	1.04488	-.848	.082
ODYU32	1	5	3.7860	1.04996	-.753	.070
ODYU33	1	5	3.9400	1.01709	-.935	.358
ODYU34	1	5	3.8380	1.10190	-.885	-.049
ODYU35	1	5	3.9880	1.09465	-1.127	.641
ODYU36	1	5	2.5760	1.38855	.482	-1.103
ODYU37	1	5	3.2960	1.18963	-.316	-.888
ODYU38	1	5	2.4500	1.25485	.697	-.535
ODYU39	1	5	3.4040	1.23444	-.439	-.845
ODYU40	1	5	3.6360	1.07042	-.800	.104
ODYU41	1	5	3.1020	1.26760	-.086	-1.076
ODYU42	1	5	3.5600	1.31980	-.574	-.840

It is seen that the skewness and kurtosis values given in Table 2 are between -3 and +3 expected for the normal distribution (Gliner et al., 2017: 161). In addition, it was founded that the corrected item-total correlation values of 42 items in the draft scale ranged from .311 to .842 and the upper and lower 27% item discrimination index values of each item differed significantly.

After the descriptive findings of the scale are examined, the validity of the scale was analyzed. In order to analyze the validity of the scale, to determine whether the data set is suitable for factor analysis and, to test the adequacy of the sample number, the Kaiser Meyer Olkin (KMO) test was performed. At this stage, the KMO value was determined as .954. Since this value was higher than the acceptable value of .60 (.50 for some sources), it was evaluated that the data set is suitable for the analysis of basic components and that the sample size is sufficient. In order to analyze the suitability of variables for factor analysis, the Bartlett test was also performed. As a result of the Bartlett test, the scale was found to be statistically significant ( $\chi^2= 14403.040$ ,  $df= 861$ ,  $p=.000$ ) and the data was accepted as suitable for the analysis of basic components in accordance with the normal distribution.

An explanatory factor analysis (AFA) was performed to reveal the discovery of the factors and factor design of the proposed scale. First of all, the correlation values of the 42 articles included in the analysis were examined and no inappropriate value was found. Therefore, the explanatory factor analysis was continued using 42 items. At this stage, basic components analysis was used and a matrix of rotated components was created by performing a 25-degree varimax axis rotation. At this point, the overlapping and factor load values of each item were examined separately. In these evaluations, no items with a load value below .30 were found and 4 items with overlapping (contaminated) 4 substances, 3 items that were not loaded below the correct factor, and 2 substances with a common factor variance value below .30 were excluded from the analysis and the contribution of the factors to the total variance was reassessed. In the analysis, it was determined that the lowest common factor variance value was .318 (ODYU20) and the highest common factor variance value was .700 (ODYU41). Common factor variance values of items and reasons for removal from the scale are given in Table 3.

**Table 3.** Common Factor Variance Values for Items

Item Number	Initial	Common Factor Variance Value
ODYU1	1.000	.458
ODYU2	1.000	.322
ODYU3	1.000	The common factor variance value was removed from the scale because it was less than .30. (.156)
ODYU4	1.000	.463
ODYU5	1.000	.419
ODYU6	1.000	.426
ODYU7	1.000	The common factor variance value was removed from the scale because it was less than .30. (.251)
ODYU8	1.000	.454
ODYU9	1.000	.377
ODYU10	1.000	.448
ODYU11	1.000	.445
ODYU12	1.000	.519
ODYU13	1.000	.417
ODYU14	1.000	.652
ODYU15	1.000	.642
ODYU16	1.000	.397
ODYU17	1.000	.698
ODYU18	1.000	.665
ODYU19	1.000	.476
ODYU20	1.000	.318
ODYU21	1.000	It was removed from the scale because it was loaded with the wrong factor.
ODYU22	1.000	It was removed from the scale because it was overlapping (contaminated)
ODYU23	1.000	It was removed from the scale because it was loaded with the wrong factor.
ODYU24	1.000	It was removed from the scale because it was loaded with the wrong factor.
ODYU25	1.000	It was removed from the scale because it was overlapping (contaminated)
ODYU26	1.000	.614
ODYU27	1.000	.587
ODYU28	1.000	It was removed from the scale because it was overlapping (contaminated)
ODYU29	1.000	.601
ODYU30	1.000	.631
ODYU31	1.000	.628
ODYU32	1.000	.690
ODYU33	1.000	.619
ODYU34	1.000	.566
ODYU35	1.000	It was removed from the scale because it was overlapping (contaminated)
ODYU36	1.000	.693
ODYU37	1.000	.581
ODYU38	1.000	.674
ODYU39	1.000	.639
ODYU40	1.000	.692
ODYU41	1.000	.700
ODYU42	1.000	.355

For the reasons presented in Table 3, 9 items were removed from the scale among the 42 items, and total variance explained of the factors containing the remaining 33 items were presented in Table 4.

**Table 4.** Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.331	31.308	31.308	8.571	25.972	25.972
2	4.457	13.506	44.813	4.820	14.605	40.577
3	2.977	9.022	53.835	4.375	13.258	53.835

When total variance explained of the factors presented in Table 4 are examined, it is seen that the total variance explained in 3 dimensions of the proposed scale is 53.835%. The factor design obtained from the recommended scale as a result of the explanatory factor analysis is presented in Table 5.

**Table 5.** Factor Design for Scale

Item Number	Preventive Disciplinary Practices	Constructive Disciplinary Practices	Corrective Disciplinary Practices
ODYU17	.809		
ODYU14	.782		
ODYU18	.781		
ODYU15	.758		
ODYU12	.698		
ODYU1	.666		
ODYU4	.656		
ODYU19	.645		
ODYU10	.637		
ODYU8	.634		
ODYU11	.628		
ODYU6	.627		
ODYU5	.626		
ODYU9	.603		
ODYU13	.599		
ODYU16	.514		
ODYU2	.497		
ODYU20	.438		
ODYU32		.790	
ODYU30		.763	
ODYU31		.759	
ODYU26		.757	
ODYU33		.756	
ODYU29		.744	
ODYU27		.644	
ODYU34		.592	
ODYU38			.807
ODYU36			.805
ODYU40			.804
ODYU41			.798
ODYU39			.783
ODYU37			.748
ODYU42			.590

When the factor design given in table 5 is examined, it is seen that 33 items (9 items are removed from the 42 items that have been analyzed) can be collected under 3 factors. According to the factor design findings, it was determined that all items have an acceptable load value (>.40), the lowest item load value is .438 (ODYU20) and the highest item load value is .809 (ODYU17). Factor labeling was made in accordance with the classification of organizational discipline management in the literature.

In this context, labeling was made in the form of preventive disciplinary practices, constructive disciplinary practices, and corrective disciplinary practices.

As will be remembered from the review of the literature, preventive disciplinary practices include organizational disciplinary management practices of the employee before the violation of the rules occurs. Corrective disciplinary practices include the employee's criminal-oriented organizational disciplinary management practices after a rule violation has occurred. Constructive disciplinary practices define organizational disciplinary management practices which focus on the failure of the employee not to be punished after a violation of the rules. In this context, preventive disciplinary practices include organizational disciplinary management practices before any rule violations occur, while corrective disciplinary practices and constructive disciplinary practices include organizational disciplinary management practices after employee rule violations. Therefore, preventive disciplinary practices differ from corrective disciplinary practices and constructive disciplinary practices in terms of being practices before the rule violation occurs. The difference between corrective disciplinary practices and constructive disciplinary practices is whether they are penalty-oriented or not. In this context, corrective disciplinary practices are penalty-oriented, while constructive disciplinary practices include disciplinary practices focused on non-punishment.

Anti-image correlation coefficients and partial correlation coefficients that provide information about the sampling competence of each scale item were examined and the findings were given in Table 6. It was found that the anti-image correlation coefficient of each item was greater than the expected value of .50. Accordingly, it is seen that the anti-image correlation coefficients of the lowest items are .780 (ODYU42), and the highest items are .952 (ODYU15). In the anti-image matrix, all non-diagonal values were found to be close to zero as expected. In order to avoid any confusion while preparing Table 6, no evaluation was made regarding the anti-image correlation coefficients of the 9 items removed from the scale for various reasons in the previous stages.

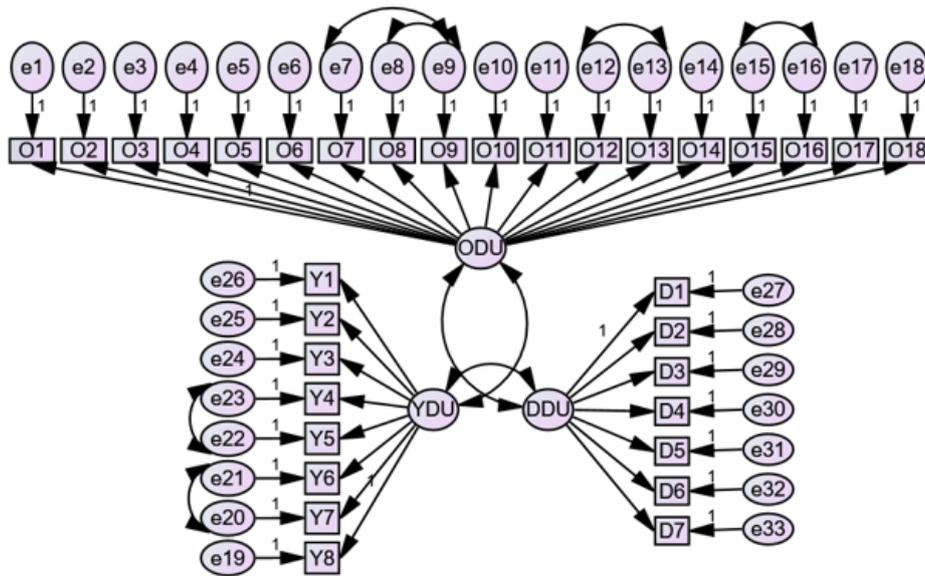
**Table 6.** Anti-Image Correlation Coefficients of Items

Item Number	Anti-Image Correlation Coefficient
ODYU1	.894
ODYU2	.904
ODYU3	The common factor variance value was removed from the scale because it was less than .30. (.156)
ODYU4	.941
ODYU5	.910
ODYU6	.943
ODYU7	The common factor variance value was removed from the scale because it was less than .30. (.251)
ODYU8	.934
ODYU9	.911
ODYU10	.896
ODYU11	.906
ODYU12	.936
ODYU13	.938
ODYU14	.935
ODYU15	.952
ODYU16	.890
ODYU17	.905
ODYU18	.924
ODYU19	.940
ODYU20	.900
ODYU21	It was removed from the scale because it was loaded with the wrong factor.
ODYU22	It was removed from the scale because it was overlapping (contaminated)
ODYU23	It was removed from the scale because it was loaded with the wrong factor.
ODYU24	It was removed from the scale because it was loaded with the wrong factor.
ODYU25	It was removed from the scale because it was overlapping (contaminated)
ODYU26	.896
ODYU27	.919
ODYU28	It was removed from the scale because it was overlapping (contaminated)
ODYU29	.915
ODYU30	.861
ODYU31	.873
ODYU32	.908
ODYU33	.869
ODYU34	.943
ODYU35	It was removed from the scale because it was overlapping (contaminated)
ODYU36	.837
ODYU37	.852
ODYU38	.817
ODYU39	.869
ODYU40	.835
ODYU41	.898
ODYU42	.780

### 3.3. Evaluation of the Scale

The evaluation phase of the scale is the verification of the model established by testing the suitability of the structure obtained as a result of explanatory factor analysis (AFA) and thus questioning the quality of the factors (Erbaşı, 2019). In order to verify the factor structure obtained by AFA, the validating factor analysis (VFA) was applied. During the scale evaluation phase, three sub-processes were followed as recommended by Schwab (1980). The aforementioned processes are the establishment of the measurement model, the testing of the measurement model, and the review of reliability, respectively.

The SPSS Amos 21 program was used to establish the measurement model and a path diagram of the scale was created. The path diagram of the measurement model was given in Figure 1.



**Figure 1.** Path Diagram of the Scale Model of Disciplinary Management Practices in Organizations

In order to test the measurement model, the compliance goodness index values of the created model and accordingly the ratio of the square to the degree of freedom ( $\chi^2/sd=3.125$ ), the average square root of approximate errors (RMSEA=.08), the compliance good index (GFI=.815), the comparative compliance index (CFI=.886), incremental compliance index (IFI=.886), relative compliance index (RFI=.833), normed compliance index (NFI=.847), non-normed compliance index (TLI=.876), square root of the average of error frames (RMR=.086), square root of standardized error frames mean (SRMR=.05) and corrected compliance goodness index (AGFI=.724) were obtained. Since some of these values were not within the desired limits, modification indexes were analyzed. As a result of this index examination, covariance connections were established between some items under the same factor. As a result,  $\chi^2/sd=3.452$ , RMSEA=.08, GFI=.901, CFI=.922, IFI=.922, RFI=.905, NFI=.910, TLI=.912, RMR=.08, SRMR=.05, AGFI=.900 compliance indecency values have been obtained.

The convergent validity of the obtained construct was examined and the findings are shown in Table 7. Accordingly, the Composite Reliability (CR) and Average Variance Extracted (AVE) values of the dimensions are above the expected values (CR>.70 and AVE>.50). According to the results obtained, it was evaluated that the model established had convergent validity. In addition, correlation values between dimensions were calculated for the discriminant validity of the structure and it was seen that the square roots of the AVE values were greater than these correlation values. It has been evaluated that the model established in this direction provides discriminant validity.

**Table 7.** Correlations Between Factors, Composite Reliability (CR) and Average Variance Extracted (AVE) Values

	Preventive Disciplinary Practices	Constructive Disciplinary Practices	Corrective Disciplinary Practices	Composite Reliability (CR)	Average Variance Extracted (AVE)
Preventive Disciplinary Practices	1			.928	.525
Constructive Disciplinary Practices	.524	1		.900	.531
Corrective Disciplinary Practices	.331	.380	1	.908	.586

The final process for evaluating the scale is reliability analysis. Cronbach alpha internal consistency coefficients were examined to determine the reliability of the 33-item and 3-factor structure defined by EFA and verified by CFA. The Cronbach alpha internal consistency coefficient is  $\alpha=.913$  for the entire 33-item scale. When Cronbach alpha coefficients of the scale were examined, the size of preventive disciplinary practices consisting of 18 items was determined as  $\alpha=.957$ , the size

of 8-item constructive disciplinary practices was found as  $\alpha=.887$  for and the size of corrective disciplinary practices consisting of 7 items was  $\alpha=.851$ . The findings of the Cronbach alpha coefficients of the scale are given in Table 8. The resulting Cronbach alpha coefficients have shown that the scale is sufficiently reliable for individual dimensions and all.

**Table 8.** Cronbach Alpha Coefficients of the Scale of Disciplinary Management Practices in Organizations

	Number of Items	Cronbach Alpha Coefficient
Preventive Disciplinary Practices	18	.957
Constructive Disciplinary Practices	8	.887
Corrective Disciplinary Practices	7	.851
<b>Scale of Disciplinary Management Practices in Organizations</b>	<b>33</b>	<b>.913</b>

After examining the Cronbach alpha values of the scale and its sub-dimensions, the corrected item-total correlation of the items in the scale and the t-test findings according to the lower and upper 27% groups were examined. The obtained results are presented in Table 9. The item-total correlation values examining whether the items have significant relationships with each other are in the range of  $r=.873$  and  $r=.437$ . These values are above the expected value ( $r>.30$ ), significant ( $p<.01$ ) and positive. Item discrimination index values differ significantly for all items according to the lower and upper 27% groups ( $p<.01$ ).

**Table 9.** Corrected Item-Total Correlation and t-test Results

Item Number	Corrected Item-Total Correlation	t-test Results According to the Lower-Upper 27% Groups
ODYU1	.640	14.017*
ODYU2	.704	11.725*
ODYU4	.736	13.278*
ODYU5	.774	14.615*
ODYU6	.678	15.065*
ODYU8	.796	14.006*
ODYU9	.702	13.258*
ODYU10	.691	12.497*
ODYU11	.669	12.513*
ODYU12	.792	15.625*
ODYU13	.712	12.977*
ODYU14	.721	19.191*
ODYU15	.740	19.121*
ODYU16	.572	9.201*
ODYU17	.773	16.870*
ODYU18	.767	20.567*
ODYU19	.710	17.214*
ODYU20	.604	11.265*
ODYU26	.618	6.089*
ODYU27	.626	8.373*
ODYU29	.715	5.571*
ODYU30	.678	4.198*
ODYU31	.642	4.572*
ODYU32	.703	6.433*
ODYU33	.673	3.875*
ODYU34	.631	10.559*
ODYU36	.605	3.749*
ODYU37	.617	2.372*
ODYU38	.665	3.922*
ODYU39	.581	2.597*
ODYU40	.712	2.463*
ODYU41	.707	2.590*
ODYU42	.437	2.111*

- $p<.01$

#### 4. Conclusion

In this research, it was aimed to develop a valid and reliable measurement tool for measuring disciplinary management practices in organizations. In the research in which the three-step scale development process proposed by Schwab (1980) was followed, created a pool of recommendations was established, the scale was structured, and the scale was evaluated, respectively. The phase of establishing a proposal pool which started with 107 items ended with a 42-item proposition pool as a result of appearance validity and scope validity analyses. The constructed draft scale was applied to 500 employees in different sectors of the active labor market (indicating knowledge of disciplinary practices in the organization in which they work) through an online research panel (googleform). The obtained data were resolved using the SPSS 21 program and the scale was structured by applying EFA at this stage. As a result, a 33-item model consisting of 3 factors with structure validity emerged. Factors are labeled as preventive disciplinary practices, constructive disciplinary practices, and corrective disciplinary practices. Then, data analysis was performed using SPSS Amos 21 program and the scale was evaluated by applying CFA at this stage. It was determined that the established scale model has acceptable compliance good fit index values and that Cronbach alpha coefficients are sufficiently reliable at above .70, the expected value across all sizes and scales. As a result, it was observed that the scale of disciplinary management practices in the developed organizations was theoretically and statistically appropriate and was a valid and reliable measurement tool. The "Scale of Disciplinary Management Practices in Organizations" developed as a result of the research was given in Table 10. The Turkish language translation of the scale is presented in Appendix-1.

The most important limitation of the research is that the draft scale was applied to 500 people working in different sectors of the active labor market and stating that they had knowledge about disciplinary practices in the organization they work for. No restrictions were made to measure the level of knowledge of the participants about the disciplinary practices in their organization they actually work in and it was assumed that the information given by the participants was correct. Especially the fact that the majority of the participants are from two sectors (health and social services and education sectors) is considered as an important limitation. For this reason, it is of great importance that the scale obtained is used with more participants and different samples.

In the actualization of organizational objectives, it is vital that human resources which are an important and strategic element in increasing the effectiveness and efficiency level of the organization exhibit the behaviors expected of them in harmony. The effectiveness of disciplinary management practices that serve this purpose in organizations is an important issue to be addressed. The scale of disciplinary management practices in organizations can reveal the views of the employees of organizations in all sectors, regardless of the public and private sector, regarding the disciplinary management practices applied within the organization they work for.

The scale developed for disciplinary management practices in organizations is expected to guide research subjects such as determining their relationship with other organizational practices or their effects on employee attitudes and behaviors. Researchers can focus on examining the effects of disciplinary management practices in organizations on various attitudes and behaviors of employees. For example, it may be suggested to researchers to examine relationships between discipline management practices and different variables such as employee satisfaction, job performance, organizational commitment, organizational belonging, organizational silence, organizational cynicism, organizational citizenship behavior, cyberloafing, social capital, organizational culture, emotional labor, whistleblowing, loneliness in business life, presenteeism, intention to leave, and organizational trust. In addition, the variables that shape the relationship between the concepts, the mediating effect and the regulatory effect can be examined. Further studies on applying the developed scale in different samples and associating it with different organizational behavior measurements may be recommended for future research.

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## Appendix

### Appendix 1. Developed "Scale of Disciplinary Management Practices in Organizations"

#### Preventive Disciplinary Practices

- 1- There is no distinction between employees in terms of disciplinary practices.
- 2- Employees are encouraged to follow the rules.
- 3- Employees are guided by positive statements (safety first, etc.) rather than negative warnings (do not be careless, etc.).
- 4- A positive attitude is displayed in the internal relations with the employees.
- 5- Employees are involved in determining the rules.
- 6- Employees are given responsibility(ies) to try to strengthen their feelings of self-discipline.
- 7- Training programs are organized for employees to internalize the rules of the organization.
- 8- Employees are clearly told what the rules within the organization mean, why the rules are put in place and what happens when the rules are not followed.
- 9- Meetings are organized for intra-organizational disciplinary practices.
- 10- For the new employee who joins the organization, guidance is made to the job where he or she can most comply with the standards.
- 11- The feedback is provided to the employees about compliance with disciplinary practices.
- 12- Managers set an example for employees by following the rules of the organization without exception.
- 13- The work environment is made as enjoyable as possible for employees and activities organized within this framework are supported.
- 14- The rules that the employee is expected to follow are within the limits of his physical and mental strength.
- 15- Employees are made to feel valuable and thus their positive feelings about the organization are reinforced.
- 16- Employees are supported to be able to express their opinions about the rules clearly.
- 17- Employees who comply with the rules are rewarded.
- 18- Regulations, guides, etc. are used when informing about disciplinary rules.

#### Constructive Disciplinary Practices

- 19- There is a belief in the administration that punishment is not effective in ensuring organizational discipline.
- 20- Efforts are made to ensure that the employee who exhibits undisciplined behavior changes behavior without punishment as much as possible.
- 21- It is believed that unpunished discipline increases the employee's commitment to the organization.
- 22- There is an opinion that the discipline provided through punishment is not permanent.
- 23- It is thought that the punishment will reveal feelings in the employee such as anger and hatred towards the organization.
- 24- It is thought that unpunished disciplinary practices contribute to the employee's high level of imagination, abilities, and creativity.
- 25- It is believed that the discipline provided through punishment reduces the performance and desire to work of the employee.
- 26- The employee who exhibits undisciplined behavior is intervened with an empathic approach.

#### Corrective Disciplinary Practices

- 27- In order to prevent undisciplined behavior, the employee is threatened with punishment before the behavior occurs.
- 28- It is believed that the penalty which was given to the employee after unwanted behavior will prevent the violation and ensure that the employee complies with the rules.
- 29- A penalty is imposed immediately, regardless of the first-time disciplinary violations are committed or the extent of the error.
- 30- The employee who repeats the disciplinary violation is gradually given a higher penalty each time.
- 31- It is believed that the punishment for an employee who violates discipline will be a deterrent for employees who have the potential to commit other violations of the rules.
- 32- It is believed that punishment is the most effective solution to prevent the recurrence of undisciplined behavior.
- 33- The employee who commits a serious crime is immediately dismissed from the organization.

**Recommended Participation Level Rating:** Strongly Agree (5), Agree (4), Ambivalent (3), Disagree (2), Strongly Disagree (1)

**Note:** There is no need for a formal permit for the use of the Disciplinary Management Practices Scale in organizations in academic research, provided that it is referred to in accordance with scientific qualifications.

## Appendix 2. Örgütlerde Disiplin Yönetimi Uygulamaları Ölçeği (Türkçe Versiyonu)

### Önleyici Disiplin Uygulamaları

- 1- Çalışanlar arasında disiplin uygulamaları yönünden herhangi bir ayırım yapılmaz.
- 2- Çalışanlar kurallara uyma konusunda teşvik edilir.
- 3- Çalışanlara (dikkatsiz olmayın vb.) olumsuz uyarılardan ziyade (önce güvenlik vb.) olumlu ifadeler ile yönlendirmeler yapılır.
- 4- Çalışanlarla olan örgüt içi ilişkilerde pozitif bir tavır sergilenir.
- 5- Kuralların belirlenmesinde çalışanların katılımı sağlanır.
- 6- Çalışanlara sorumluluk(lar) verilerek öz disiplin duyguları güçlendirilmeye çalışılır.
- 7- Çalışanların örgüt kurallarını içselleştirmesi amacıyla eğitim programları düzenlenir.
- 8- Çalışanlara örgüt içindeki kuralların ne anlama geldiği, kuralların neden konulduğu ve kurallara uyulmadığında neler olacağı açık şekilde anlatılır.
- 9- Örgüt içi disiplin uygulamalarına yönelik toplantılar düzenlenir.
- 10- Örgüte yeni katılan çalışan için standartlara en çok uyabileceği işe yönlendirme yapılır.
- 11- Disiplin uygulamalarına uyum konusunda çalışanlara geri bildirim sağlanır.
- 12- Yöneticiler, örgüt kurallarına kendileri istisnasız şekilde uyarak çalışanlara örnek olur.
- 13- İş ortamı, çalışanlar için olabildiğince keyifli hale getirilir ve bu çerçevede düzenlenen aktiviteler desteklenir.
- 14- Çalışandan uyması beklenen kurallar, onun bedensel ve zihinsel gücünün sınırları içindedir.
- 15- Çalışanlara değerli oldukları hissettirilir ve bu sayede çalışanların örgüte dair olumlu duyguları pekiştirilir.
- 16- Çalışanların kurallar ile ilgili görüşlerini açıkça ifade edebilmeleri desteklenir.
- 17- Kurallara uyum sağlayan çalışanlar ödüllendirilir.
- 18- Disiplin kurallarına yönelik bilgilendirme yapılırken yönetmelik, kılavuz vb. araçlardan yararlanılır.

### Yapıcı Disiplin Uygulamaları

- 19- Yönetimde, örgütsel disiplinin sağlanmasında cezanın etkili olmadığı inancı hâkimdir.
- 20- Disiplinsiz davranış sergileyen çalışanın mümkün olduğunca ceza almadan davranış değişikliği göstermesi için çaba gösterilir.
- 21- Cezasız disiplinin, çalışanın örgüte bağlılığını arttırdığı görüşü hâkimdir.
- 22- Ceza yoluyla sağlanan disiplinin kalıcı olmadığı görüşü hâkimdir.
- 23- Cezanın çalışanda örgüte karşı kızgınlık ve nefret gibi duyguları ortaya çıkaracağı görüşü hâkimdir.
- 24- Cezasız disiplin uygulamalarının çalışanın hayal gücünü, yeteneklerini ve yaratıcılığını yüksek seviyede kullanmasına katkı sağladığı düşünülür.
- 25- Ceza yoluyla sağlanan disiplinin, çalışanın performansını ve çalışma arzusunu düşürdüğü görüşü hâkimdir.
- 26- Disiplinsiz davranış sergileyen çalışana empatik bir yaklaşım ile müdahale edilir.

### Düzeltilici Disiplin Uygulamaları

- 27- Disiplinsiz davranışların önüne geçebilmek için, davranış gerçekleşmeden önce çalışan ceza ile tehdit edilir.
- 28- İstenmeyen davranış sonrası çalışana verilen cezanın, ihlalin önüne geçeceği ve çalışanın kurallara uymasını sağlayacağına inanılır.
- 29- Disiplin ihlalinin ilk defa yapılmasına veya hatanın boyutuna bakılmaksızın hemen ceza uygulanır.
- 30- Disiplin ihlalinin tekrarlayan çalışana, her defasında kademeli şekilde üst ceza verilir.
- 31- Disiplin ihlali yapan bir çalışana verilecek cezanın, diğer kural ihlali yapma potansiyeli olan çalışanlar için caydırıcı olacağına inanılır.
- 32- Disiplinsiz davranışın tekrarlanmasını engelleyecek en etkili çözümün ceza olduğuna inanılır.
- 33- Ağır bir suç işleyen çalışanın hemen örgüt ile ilişkisi kesilir.

**Önerilen Katılım Düzeyi Derecelendirmesi:** Kesinlikle Katılıyorum (5), Katılıyorum (4), Kararsızım (3), Katılmıyorum (2), Kesinlikle Katılmıyorum (1)

**Not:** Örgütlerde Disiplin Yönetimi Uygulamaları Ölçeğinin, bilimsel niteliklere uygun atıfta bulunmak kaydıyla, akademik araştırmalarda kullanımı için resmi bir izne gerek bulunmamaktadır.