

with cases of misconduct, and to authorize disciplinary actions which will have the proper corrective effect.

Effects of discipline on employee morale

Supervisors and authorized managers who seek to employ disciplinary actions as corrective measures must recognize that the maintenance of an individual's self-respect is essential if he is to remain a useful member of the organization. A disciplinary sanction which robs the employee of his self-respect by exposing him to ridicule or embarrassment will inevitably result in hostility and resentment, thereby reinforcing the behavioural problem. In assessing the appropriateness of disciplinary sanctions, the supervisor or authorized manager must anticipate not only the corrective effect of the actions, but also its wider consequences on employee morale.

Follow-up action

Follow-up action may also be of use in sustaining employee morale. Especially in the case of relatively minor infractions, the supervisor or authorized manager may deem it desirable to inform employees that there will be a discussion with them in the near future to determine their progress. Hopefully this would tend to motivate them to avoid committing the action again. If progress has been made, and the problem has been remedied, employees can be commended for their improved behaviour at the time of the follow-up interview. Where appropriate, the improvement may also be noted in a written review of the employee's performance to be placed on his file.