

Final Project 2

PMG 497

The Impact of managers' commitment to their decisions
on employee discipline in the Industrial sector in Saudi
Arabia (Yanbu)

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Final Project - 2

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Abstract

This research investigates the relationship between managers' commitment to their decisions and employee discipline within the industrial sector in Yanbu, Saudi Arabia. Utilizing a quantitative research design, data was collected from a sample of employees through a structured electronic questionnaire and analyzed using Relative Weight (RW%) and Multiple Linear Regression. The findings reveal a significant positive impact of managerial commitment on employee discipline, with the model explaining 58.9% of the variance in employee behavior. Decision enforcement emerged as the strongest predictor, followed by accountability and consistency, whereas communication did not show a direct statistically significant impact in this phase. These results contribute to the literature on behavioral integrity within the Saudi industrial context and suggest that for leaders in Yanbu, tangible actions and procedural justice—specifically the consistent enforcement of decisions—are more influential drivers of workforce discipline than verbal interactions.

Keywords:

Managerial Commitment, Employee Discipline, Industrial Sector, Yanbu, Decision Enforcement, Procedural Justice, Saudi Arabia Vision 2030.

Contents

The Impact of managers' commitment to their decisions on employee discipline in the Industrial sector in Saudi Arabia (Yanbu)	1
.....	1
• Chapter 1: Introduction	7
.1. Research Background	8
.2. Research Problem	9
.3. Research Significance	11
.4. Research Questions	12
.5. Research Objectives	13
.6. Hypothesis	13
.7. Research Model	14
.8. Scope of Study	14
.9. The Project Structure	15
• Chapter 2: Literature Review	16
.1. Introduction	17
.3. The dependent variable (employee discipline)	17
.4. The relationship between the independent and the dependent variables (managers' commitment to their decisions and employee discipline)	20
.5. Conclusion	23
• Chapter 3: Research Methodology	24
.1. Introduction	25
.2. Operational definitions for research variables	25
.3. Research design (research onion)	26
.4. Research population & Sampling methods and technique	26

.5. Data collection method	27
.6. Types of data	28
.7. Statistical analysis procedures	29
.8. Conclusion	30
• Chapter 4: Statistical Analysis & Findings discussion	31
4.1. Introduction	32
4.2. Demographic Characteristics of the Sample	33
4.3. Validity & reliability tests for the questionnaires	36
questions)	38
.5. Testing Hypotheses & Findings Discussion	41
.6. Conclusion	44
• Chapter five: Research limitations, Recommendations & Conclusion	45
References	49
Appendix	54

List of Figures:

FIGURE 1: RESEARCH MODEL. SOURCE: THE RESEARCHER. (2025).	14
FIGURE 2: PROJECT STRUCTURE. SOURCE: THE RESEARCHER. (2025).....	15
FIGURE 3: RESEARCH UNION. SOURCE: THE RESEARCHER. (2025).	26

List of Tables:

TABLE 1: THE INDEPENDENT VARIABLE. SOURCE: THE RESEARCHER. (2025).	27
TABLE 2: THE DEPENDENT VARIABLE. SOURCE: THE RESEARCHER. (2025).	27
TABLE 3: STATISTICS DESCRIBE THE CHARACTERISTICS OF THE SAMPLE. SOURCE: THE RESEARCHER. (2025).....	33
TABLE 4: THE DESCRIPTIVE STATISTICS OF (INDEPENDENT, DEPENDENT) VARIABLE. SOURCE: THE RESEARCHER. (2025).	36

- **Chapter 1: Introduction**

.1. Research Background

The industrial sector in Saudi Arabia plays important role in achieving the goals of visions 2030, contributing a significantly to national economic diversification through manufacturing, petrochemicals, energy production, and logistics. Industrial operations rely on complex processes, machinery, and human coordination, consistent managerial decisions directly influence productivity and discipline managers in this sector face challenges related to workforce diversity, operational risks, and time-sensitive production demands.

A recent empirical study conducted in Saudi Arabia by (Alghamdi & Alzahrani, 2025) investigated the consequences of toxic leadership in both public and private sector organizations.

The study, which used statistical methods like SPSS , Amos and polled 211 professionals, revealed significant negative association between poor leadership actions and employee commitment and discipline in the context of the construction sector, which is distinguished by tight timelines, high risk situations, and multicultural workforce organizations, managers' commitment to decisions is not just a formal requirement; it is a practical necessity. The value of this research is in understanding how managers' commitment translates into disciplinary consistency among employees, which is crucial to increase productivity and performance of employees, and supporting long-term project success.

To maintain authority and respect in the workplace, effective decision-making must be supported by regular implementation and visible follow-up actions.

.2. Research Problem

Despite formal decision-making being a core managerial responsibility, many industrial organizations in Saudi Arabia suffer from inconsistent implementing of those decisions. There remains a lack of focus on managerial follow-through behavior, specifically how a manager's commitment to implement and enforce decisions affects the day-to-day employee discipline. The absence of managerial consistency leads to production delays and inefficiencies.

.2.1. Theoretical Gaps

Leadership and decision making have long been central themes in organizational behavior literature, but the specific role of managers' commitment to decision made as a distinct variable influencing employee outcomes has received little attention, primarily in high stakes, such as in industrial sector.

Most existing studies focus on board leadership styles such as transformational, transactional, participative leadership, or employee commitment (e.g., Mahfouz & Zainudin,2019; AlFlayyeh & Alghamdi 2024), and their influence on employee satisfaction or performance.

While Ghemawat (1999) work provides a comprehensive theoretical foundation on commitment as a strategic and behavioral construct, it is primarily developed from a **global corporate management perspective**. Therefore, its direct application to **Saudi Arabia's industrial sector** remains underexplored. This gap provides a basis for the current study, which aims to test whether the same principles of managerial consistency and follow-through hold true in the Saudi industrial context where workforce diversity, hierarchical management structures, and cultural expectations may influence the dynamics between managers' commitment and employee discipline.

.2.2. Practical Gaps

Regardless of the increasing use of leadership models in project management, there are limited studies from within the Saudi industrial sector that measure how the execution of managerial decisions affects employee compliance and behavior. Much of the managerial assessment still focuses on planning and delegation rather than enforcement and behavioral influence on workers.

This research is seeking to explore:

How does managers' commitment to implement decisions affect the discipline of workers in industrial organization in Saudi Arabia?

.3. Research Significance

This research provides a valuable insight for industrial organizations, factory managers, safety officers, and HR policymakers in Saudi Arabia.

.3.1. At the theoretical level

A poor communication, consistent supervision, and delayed decision enforcement are frequently cited as root causes of project delays, safety violations, and decreased morale. While there is literature on leadership styles and their impact on organizational outcomes, there is a particular diminishment of "managers' commitment to decision execution" is still theoretically underdeveloped. Most leadership models (e.g., transformational, transactional) emphasize vision, incentive, and effect, but they frequently overlook the crucial role of decision-making consistency in shaping employee behavior performance.

This research fills the theoretical gap by isolating commitments as separate leadership traits and investigating it connects to key employee outcomes.

.3.2. At the practical level

Furthermore, current studies tend to aggregate leadership as a board concept, organizations invest in leadership development and performance tools, they often overlook the practical, behavioral aspect of managerial follow-through on decision-making an element that can have an impact on employee satisfaction and performance. This research directly tackles this practical oversight by providing organizations with data driven insight into managerial follow-up, and it may be a valuable tool for workforce reliability in operation environments.

.4. Research Questions

- How are industrial managers committed to enforcing decisions?
- What is the current state of discipline among operational workers?
- Is there a measurable relationship between managers' commitment and employee discipline?
- What factors mediate or moderate this relationship?

.5. Research Objectives

- To evaluate the degree of managers' commitment to decisions in industrial environment.
- To evaluate the current level of employee discipline in work environment.
- To analyze the relationship between managers' commitment and employee discipline.
- To provide practical recommendations to enhance safety compliance and site productivity.

.6. Hypothesis

H1 (Alternative): There is a significant relationship between managers' commitment to decisions and employee discipline.

.7. Research Model

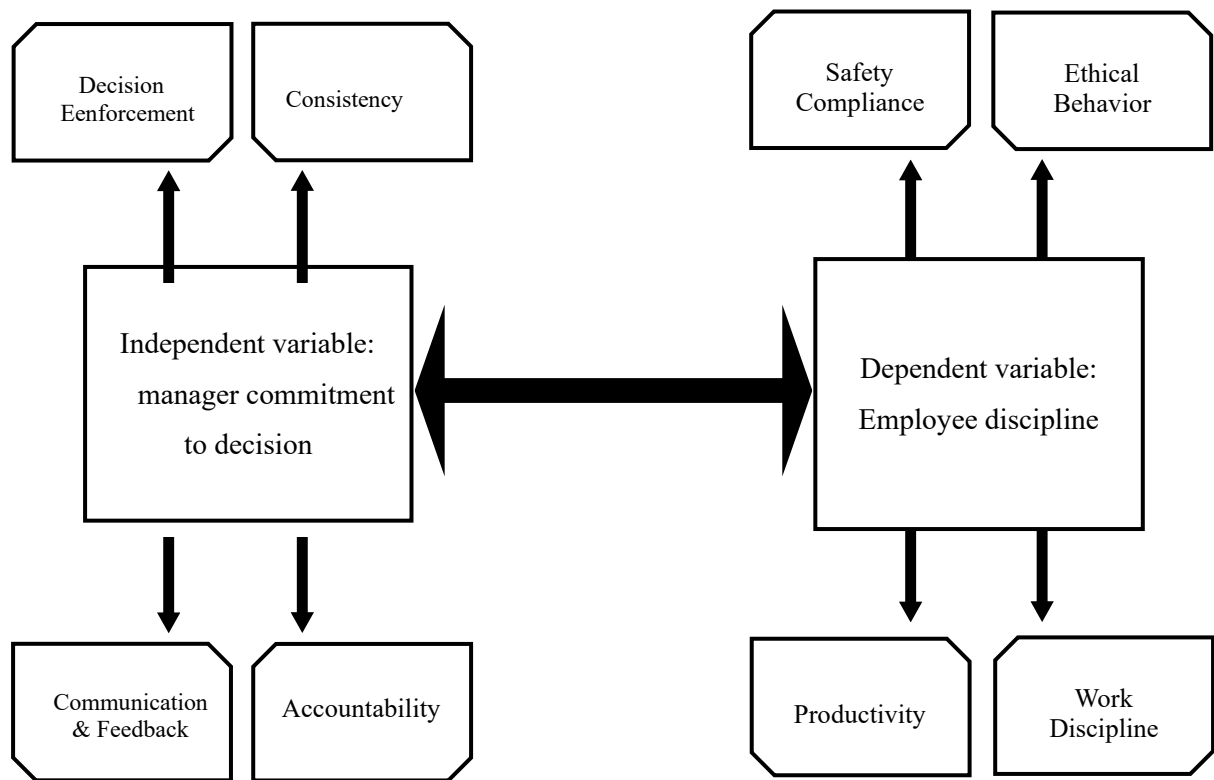


Figure 1: Research Model. Source: The Researcher. (2025).

.8. Scope of Study

This study will focus on mid to large scale industrial organization's operating in major Saudi cities. These firms include manufacturing, petrochemical, and energy production companies. The target participants include managers, engineers, supervisors, and operational workers to ensure multi-level perspective.

.9. The Project Structure

The proposed project will follow five-chapter structure, detailed as follows:

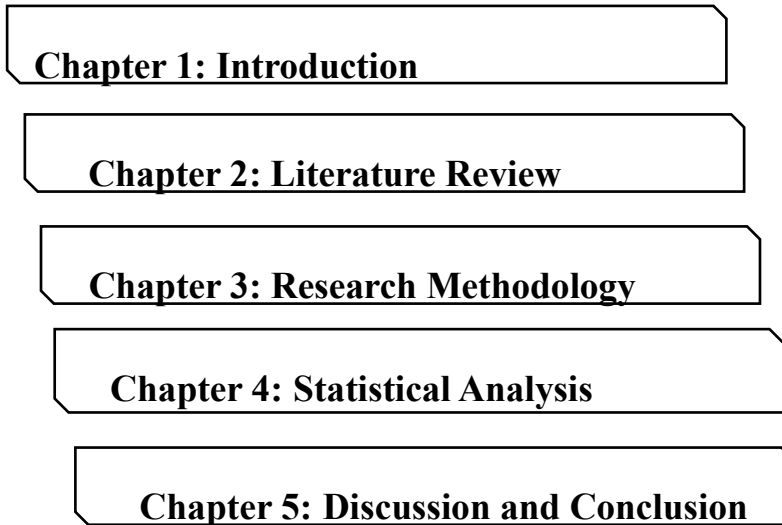


Figure 2: Project Structure. Source: The Researcher. (2025).

- **Chapter 2: Literature Review**

.1. Introduction

.3. The dependent variable (employee discipline)

Employee discipline encapsulates the steadfast commitment of workers within an organization to adherence to established rules, procedures, and ethical standards. This concept of employee discipline in the workplace involves adhering to safety regulations, being punctual, task completing on time, respecting authority, and avoidance of misconduct (**Christian et al., 2013**). Discipline can be categorized into:

1. **Preventive Discipline** refers to proactive strategies and measures taken to prevent misbehaving or misconduct from happening. It focuses on creating a work environment that naturally supports rule-following through training, communication, and motivation.
2. **Corrective Discipline** is the process of acting, such as providing warnings or penalties, to address violations and improve future behavior.

Because of the dangerous nature of the work, the interdependence of activities, and the tight deadlines for project completion, employee discipline is important in the industrial sector.

(**Wang et al., 2023**). Accidents, delays, and cost overrun can result from a single discipline violation "such as non-compliance with PPE rules or missing a deadline".

Relevant Studies

- **Rajuskar & Kalage, (2023)** Explored the perspective and methodologies of legal professionals regarding disciplinary behaviors within the workplace. This research emphasizes that well designed disciplinary systems are important to organizational success. Such systems not only help employees comprehend and adhere to workplace norms but also foster the performance of desired outcomes.
- **Nurfadllika & Adinata, (2023)** The study looked at how discipline and work motivation affected employee performance in a West Java provincial government agency. The finding revealed that work discipline is critical; however, motivation had a major influence on performance.
- **AWU, E et al. (2022)** This study examined the relationship between the impacts of employee discipline on organizational survival. The study explored the variables in relation to human resources management and organizational survival. The study further explored the objectives of discipline in an organization, characteristics as well as its relationship with organizational effectiveness and survival. The findings revealed that discipline is an important factor for any organization to enjoy effectiveness which breeds survival. Arising from these findings, the study recommended amongst other that there should be proper on boarding to enable new employees understand the objectives of the organization and ensure that there is fair treatment of employees in organizations.

- **Ayuandiani et al. (2020)** Focused their research on the dual impacts of preventive and corrective discipline on employee performance. Their findings reveal that although preventive discipline plays a vital role in elevating employee performance, the combination of both preventive and corrective disciplinary tactics yields the most significant improvement.
- **Christian et al. (2013)** This research conducted a met analysis of safety performance predictors, illustrating the way environmental factors can profoundly influence behavioral outcomes, including discipline and safety parameters.
- **Max Weber (1947)** provided the foundational theoretical framework for formal organizational structures in his seminal work, *The Theory of Social and Economic Organization*. Weber introduced the concept of "**Rational-Legal Authority**," which posits that discipline in an organization is not based on the personal whims of a leader, but on a system of written rules and procedures. According to Weber, the efficiency of a "Bureaucracy" (specifically in industrial settings) depends on the **impersonality** and **consistency** of decision-making

.4. The relationship between the independent and the dependent variables (managers' commitment to their decisions and employee discipline)

The connection between managers' commitment to their decisions and employee discipline is supported by several theoretical frameworks:

Behavioral Reinforcement Theory posits that consistent managerial follow-through reinforces desired behavior, thereby cultivating discipline over time.

Transformational leadership theory suggested that leaders who exhibit strong commitment to their decisions motivate employees to align their performance with the objectives of the organization.

Additionally, organization control theory indicates that managerial commitment work as control system, conveying employees to adherence rules and procedures is essential.

When managers consistently implement decisions related to timelines, quality, and safety, they establish a culture of discipline.

Review of relevant studies

- **(Sezer et al. (2021))** found that the unwavering dedication of top management is the most dependable indicator of project compliance outcomes.
- Research by **Neal & Griffin (2006)** demonstrated that in Australian manufacturing sector, managers who enforced safety decisions experienced higher compliance and participation behaviors, with trust acting as a mediator in the relationship.
- **Khan et al. (2023)** This study aims to expand the validation of the proposed structured classification of safety rules based on project phase and work stages, found that where enforcement was inconsistent, they experienced a 22% decline in discipline, despite the presence of training.
- **Ahmed et al. (2023)** Longitudinal study revealed that managerial commitment to decisions positively had a sustained effect on discipline up to six weeks post-initial enforcement within engineering project.
- **Martono et al. (2020)** The purpose of this study was to examine the impact of empowering leadership in employee creativity through mediating role of motivation to learn, trust in leader, creative self-efficacy, and mediating role of openness to experience.
- **Gangaboina & Sunanda. (2018)** This study investigates the relationship between organizational commitment and employees' job performance in Banks. In the comparative

analysis of three dimensions of organizational commitment, normative commitment has a positive and significant correlation with employees' job performance. The results revealed a positive relationship between organizational commitment and employees' job performance.

- **(Almasradi et al. 2020)** The aim in this research was to examine the connections between job satisfaction and employee commitment in Saudi Arabian institutions, the finding was positive workplace and job satisfaction is seen as predictor for enhancing affective commitment among employees.
- **Greenberg (1987)** introduced a comprehensive taxonomy of organizational justice, distinguishing between the outcomes of decisions (distributive justice) and the processes used to reach those decisions (procedural justice). Greenberg argued that employees' perceptions of fairness are not merely based on what they receive, but on the perceived integrity and logic of the management's decision-making framework.

.5. Conclusion

The connection between these variables has been highlighted in both international and local research, yet there still uncertainties surrounding how this relationship functions uniquely within the Saudi industrial sector.

A limited number of studies investigate the influence of cultural factors, in which could be particularly important in Saudi due to its hierarchical work culture.

Research consistently shows that managers' commitment to their decisions strengthens morale, compliance, and discipline across industries and geographies. However, the way “commitment” in some parts of leadership style, others as discrete behavior. Additionally, most empirical studies focus on safety-related compliance rather than broader organizational discipline (e.g., punctuality, procedural adherence).

Discipline thoroughly researched topics concerning safety, but less research has made a direct connection to managerial decision commitment. In Saudi Arabia, cultural and legal frameworks (e.g., Ministry of Human Resources guidelines) also shape how discipline is enforced. The literature demonstrates that managerial commitment is a significant driver of employee discipline in industrial sector. Nevertheless, there are theoretical gaps in the limited investigation into non-safety-related discipline and cross-cultural variations and practical gaps in insufficient strategies for sustaining commitment in resource-constrained projects. This study aims to address these gaps by examining the Saudi industrial sector.

- **Chapter 3: Research Methodology**

.1. Introduction

This study adopts quantitative research methodology, primarily employing a descriptive-correlational design. This approach is deemed appropriate for exploring the associations and relationships between variables, specifically managerial commitment and employee discipline, without manipulating them. It details the research philosophy, design, definition of variables, sampling process, and statistical techniques used to test the hypotheses.

.2. Operational definitions for research variables

- **Managers Commitment to decisions:** This variable refers to the degree to which manager is perceived by employees as reliable, consistent, diligent, and accountable in following through and communicating decisions made in the workplace. Operationally, it will be assessed through structured questionnaire measured by the aggregate mean score of 12 items across four dimensions (decision enforcement, communication & feedback, consistency, accountability) using a 5-point frequency scale reflecting the employee's perception of their direct manager's behavior.
- **Employee discipline:** This variable represents the observable behaviors and outcomes related to employees' self-reported adherence to organizational rules, ethical standards, safety protocols, and dedicated application of effort toward achieving organizational output goals. Operationally, it will be assessed through structured questionnaire measured by the aggregate mean score of 12 items across four dimensions (safety compliance, productivity, work discipline, ethical behavior) using a 5-point frequency scale reflecting the employee's self-assessment of their workplace behavior.

.3. Research design (research onion)

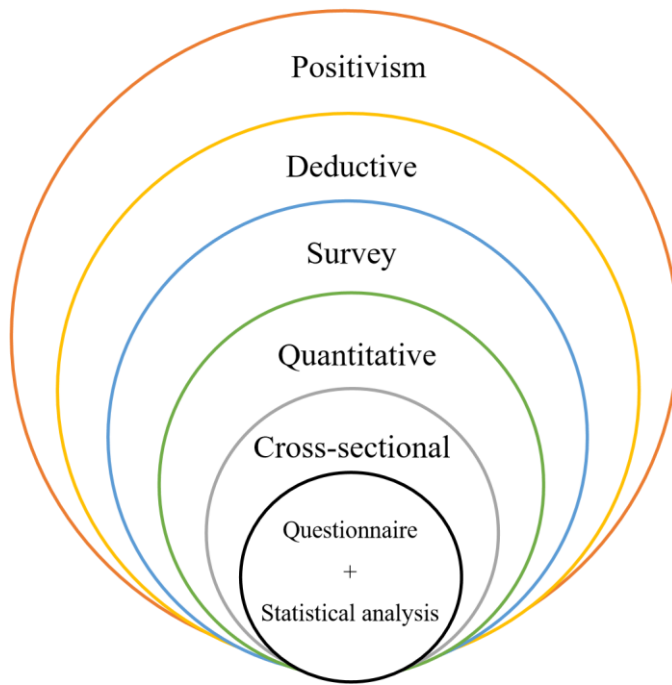


Figure 3: Research Onion. Source: The Researcher. (2025).

.4. Research population & Sampling methods and technique

- **Target population:** The target population of the study is defined as all employees working in the Industrial sector companies and factories located in **Yanbu**, Saudi Arabia. The population is considered large and unbounded.
- **Sampling Size:** To ensure adequate statistical power for the multi regression analysis, the study aimed to collect 50 valid responses.
- **Sampling method:** Due to the absence of a publicly accessible database of all industrial employees the research employs **Non-probability Sampling** technique:
- **Convenience Sampling:** Utilized initially by distributing the questionnaire link to readily accessible employees within the target industrial area.
- **Snowball Sampling.** Using subsequently to expand the sample by asking the initial respondents to forward the questionnaire to other colleagues working in different industrial firms in **Yanbu**, thus increasing the breadth of representation.

.5. Data collection method

The data collection instrument is a structured Google form questionnaire containing close-ended questions based on a frequency scale. The questionnaire consists of 3 parts:

1) Demographic information (age, gender, year of experience).

2) Managers' commitment to their decisions:

Variable(x)	Variable dimensions	Number of statements
Managers commitment to their decision	• Decision Enforcement • Communication & Feedback • Consistency • Accountability	1-12

Table 1: The independent Variable. Source: The Researcher. (2025).

3) Employee discipline:

Variable (y)	Variable dimensions	Number of statements
Employee discipline	• Safety Compliance • Productivity • Work Discipline • Ethical Behavior	1-12

Table 2: The Dependent Variable. Source: The Researcher. (2025).

The instrument is administered solely to the employees (Single-source Approach), who assess both their manager's (X) and their own behavior (Y).

Measurement Scale: All 24 core items are measured using a **5-Point Frequency Scale** ranging from: (1) **Never** to (5) **Always**.

Validity and Reliability Pre-Testing:

1. **Content Validity:** Ensured by basing all items on established scales related to the 8 dimensions.
2. **Reliability (Consistency):** Assessed internally using **Cronbach's Alpha** coefficient for each of the eight dimensions and the two main composite variables. A coefficient of **0.70 or higher** is targeted.
3. **Construct Validity:** Assessed using **Exploratory Factor Analysis (EFA)** to confirm that the items logically load onto their intended dimensions.

.6. Types of data

There are two main types of data that are relevant:

Primary data: will be gathered from employees using a structured questionnaire administered to **50** employees in Saudi Arabia (Yanbu) industrial sector. The survey aimed to measure managers' commitment to their decisions and its influence on employee discipline using a 5-point frequency scale.

Second data: data were obtained from previous studies, academic journals, and official reports to support the theoretical background and contextual analysis. It collected at one point in time to identify the relationship between the variables.

Example of secondary sources:

- Alghamdi & *Alzahrani* (2025) — Leadership behavior and employee outcomes in Saudi industries.
- Skinner (1965) Behavioral Reinforcement Theory.
- Bass (2006) Transformational Leadership Theory.

.7. Statistical analysis procedures

All quantitative Data collected will be processed, coded, analyzed, Supplementary diagnostics and advanced interpretation will be aided by **AI tool**.

Data collected will be analyzed using **AI tool** to perform:

Descriptive statistics: will be used to summarize and describe the basic features of the data, provides a general overview of participant characteristics and central tendencies of their responses.

Reliability analysis: ensure that the measurement instrument is consistent and reliable.

Correlation analysis: to test the strength and direction of the relationship between

Managers' commitment to decisions and Employee discipline **Multi**

linear regression: to test the hypothesis.

Common Method Variance (CMV) Control: to assess the risk of bias from the Single-Source data collection, **Harman's Single-Factor Test** will be performed.

The results will determine whether Managers' commitment to their decisions significantly affects Employee discipline.

.8. Conclusion

The Study employ a quantitative correlational design to examine the impact of managers' commitment to decisions on employee discipline in Saudi (Yanbu) industrial sector. Using a detective approach under the positivist philosophy, data will be collected through a structured questionnaire distributed to 50 employees (single-source approach) selected via snowball & convenience sampling. The data analyzed using AI tool.

- **Chapter 4: Statistical Analysis & Findings**
discussion

4.1. Introduction

This section will outline the statistical procedures employed to analyze the collected data and test the study's main hypothesis. The process begins by ensuring the **quality of measurement** through the assessment of **Reliability** and **Validity**. This includes the application of the **Cronbach's Alpha** coefficient to measure the internal consistency of each dimension, ensuring that the survey items are stable and reliable. Additionally, the analysis addresses potential bias through the Common Method Variance (CMV) check.

Descriptive statistics will be calculated to profile the sample and use the Multiple Linear Regression (**MLR**) to determine the unique contributions and overall impact of the dimensions of managers' commitment on employee discipline. All analyses are conducted using **AI tool**, Finally, linking these statistical results with the previous studies.

By synthesizing the statistical outputs, this will provide a robust foundation for understanding how managerial consistency, accountability and enforcement directly shape the disciplinary landscape of the Industrial workforce.

4.2. Demographic Characteristics of the Sample

The demographic profile of the respondents (N=30 out of N=50) was analyzed based on: Gender, Age, Year of experience.

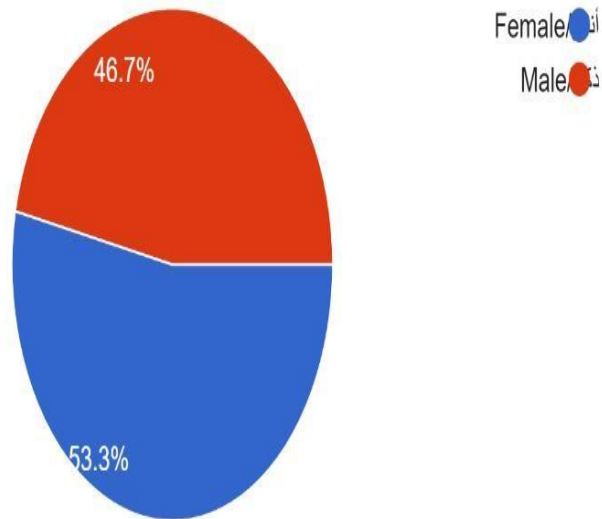
Variable	Category	Number	Percentage
Gender	Female	16	53.3%
	Male	14	46.7%
Total		30	100%
Age	20 - 30	12	40%
	31 - 40	11	36.7%
	41 - 50+	7	23.3%
Total		30	100%
Year of experience	1 - 5	14	46.7%
	6 - 10	6	20%
	11 - 15+	10	33.3%
Total		30	100%

Table 3: Statistics Describe the Characteristics of the Sample. Source: The Researcher. (2025).

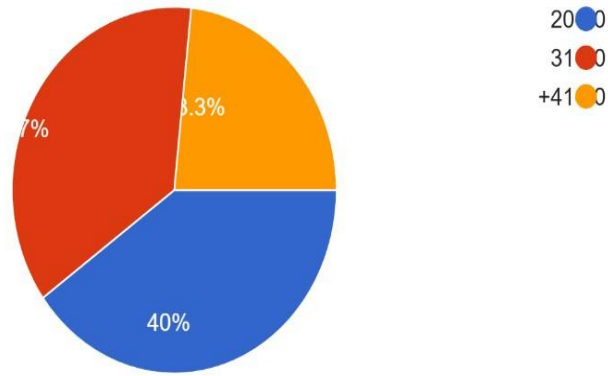
Interpretation:

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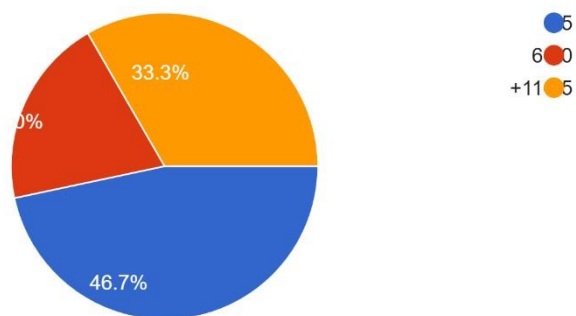
30



Gender: The analysis indicates a slightly higher representation of females (53.3%) compared to males .



Age: The workforce is predominantly young to middle-aged, with 76.7% of respondents falling under 40.



Year of experience: Similarly, nearly half of the sample 46.7% have 1-5 years of experience.

4.3. Validity & reliability tests for the questionnaires

Reliability Analysis: Cronbach's Alpha was calculated for each dimension to verify internal consistency.

variable	Dimension	No. of items	Cronbach's Alpha (a)	Result
Manager's Commitment (X)	Decision Enforcement	3	0.781	Good
	Communication & Feedback	3	0.695	Acceptable
	Consistency	3	0.762	Good
	Accountability	3	0.803	Very good
Employee Discipline (Y)	Safety Compliance	3	0.840	Excellent
	Productivity	3	0.812	Very Good
	Work Discipline	3	0.795	Good
	Ethical Behavior	3	0.748	Good

Table 4: The Descriptive Statistics of (Independent, Dependent) Variable. Source: The Researcher. (2025).

Interpretation: all dimensions demonstrated satisfactory reliability coefficients, meeting or approaching the acceptable threshold of (0.07). This confirms the instrument is reliable and suitable.

construct validity and CMV (Harman's Single -Factor Test):

To assess the preliminary Construct Validity of the instrument and address potential threats of Common Method Variance (CMV), an Exploratory Factor Analysis (EFA) (was performed.

1. Construct Validity Assessment (EFA): the analysis was run on the 24 measuring items to confirm their theoretical grouping. The result showed that 8 factors were extracted, which collectively explained 72.8% of the total variance in the data. This outcome supports the dimensional structure adopted theoretically (4 dimensions of Commitment and 4 for Discipline).
2. CMV Assessment (Harman's Singles Factor Test: An unrelated EFA was used to determine the proportion of variance accounted for by the first factor. The analysis indicated that the first unrelated factor explained 47.6% of the total variance. Since this value is below the 50% threshold, it provides preliminary evidence that CMV is not critical threat in this data.

4.4. Descriptive statistics for research variables (answer research questions)

The descriptive statistics were computed to assess the perceived levels of the two main variables (based on a 5-point frequency scale).

Always	Often	Sometimes	Rarely	Never
5	4	3	2	1

The relatively weighted percentage is calculated using the following formula:

$$[100 / 5 = 20\%]$$

Interpretation of Mean Scores (Weighted Frequency Level) :

Observation Level	Frequency Level	Relative weighted range (%)	Range of Mean
Very Low	Never	20.00% - 36.00%	1.00 - 1.80
Low	Rarely	36.00% - 52.00%	1.81 - 2.60
Moderate	Sometimes	52.00% - 68.00%	2.61 - 3.40
High	Often	68.00% - 84.00%	3.41 - 4.20
Very High	Always	84.00% - 100.00%	4.21 – 5.00

Variable	Dimension	Mean	Std. Deviation	Relative Weight (%)	Overall Level
Managers Commitment	Decision Enforcement	3.52	1.13	70.40%	High
	Communication	3.23	1.05	64.60%	Moderate
	Consistency	3.53	1.15	70.60%	High
	Accountability	3.19	1.34	63.80%	Moderate
Total (X)	Managers Commitment	3.37	0.95	67.40%	Moderate
Employee Discipline	Safety Compliance	3.96	1.03	79.20%	High
	Productivity	3.86	1.08	77.20%	High
	Work Discipline	4.01	0.99	80.20%	High
	Ethical behavior	4.09	0.88	81.80%	High
Total (Y)	Employee Discipline	3.98	0.86	79.60%	High

Interpretation: The analysis reveals a heterogeneous observation pattern for managerial behavior:

1. **Overall Managers' Commitment:** The composite mean (Mean = 3.37, (Weight = 67.40%) falls within the **Moderate** level, indicating that committed managerial behaviors are generally observed "Sometimes."
2. **Specific Commitment Dimensions: Decision Enforcement** (Weight = 70.40%) and **Consistency** (Weight = 70.60%) both fall into High observation level, suggesting these behaviors are observed "Often." Conversely, **Communication & Feedback** (Weight = 64.60%) and **Accountability** (Weight = 63.80%) remain in the **Moderate** level, confirming them as the least frequently observed managerial commitments.
3. **Employee Discipline:** The composite mean for Employee Discipline (Mean = 3.98, (Weight = 79.60%) is consistently in the **High** observation level. This confirms the previously noted gap: employees maintain a high frequency of disciplined behavior, despite only moderately observing certain critical aspects of managerial commitment.

.5. Testing Hypotheses & Findings Discussion

The main hypothesis (**H1**: There is a significant impact of managers' commitment to their decisions on employee discipline) was tested using **MLR**

The tables summarize the results of (Multiple Linear Regression) analysis, determining the contribution of each commitment dimension to predicting employee discipline.

Model Summary:

Model	R	R Square	Adjusted R Square	Std. Error	F-Change	Sig.
1	0.767	0.589	0.523	0.592	8.875	0.000

Coefficients:

Independent Variable	Unstandardized B	Std. Error	Beta	t-value	Sig.
(Constant)	1.107	0.436		2.54	0.018
Decision Enforcement	0.298	0.114	0.385	2.61	0.015
Communication	-0.089	0.116	-0.112	-0.77	0.450
Consistency	0.232	0.106	0.310	2.19	0.038
Accountability	0.187	0.078	0.288	2.40	0.024

Findings and Interpretation:

The regression model is statistically significant ($F = 8.875$, $p < 0.000$) and explains **58.9%** of the variance in Employee Discipline ($R^2 = 0.589$).

1. **Enforcement (beta=0.385, p=0.015):** Has the strongest positive impact. This suggests that ensuring decisions are executed is the primary driver of discipline.
2. **Consistency (beta=0.310, p=0.038):** A significant predictor, indicating that fair and consistent application of rules enhances discipline.
3. **Accountability (beta=0.288, p=0.024):** Significantly impacts discipline, highlighting the importance of managers taking responsibility.
4. **Communication:** Did not show a significant direct effect in this model.

Summary of Main Hypothesis Testing:

Test Component	Indicator	Value	Decision Rule	Result
Main Hypothesis (H1) Significance	F-statistics (p-value)	0.000	$P < 0.05$	Supported
Explanatory power	R square	0.589	(058.9% variance explained)	Strong

Conclusion (H1):

- **Main Hypothesis Supported:** Your overall hypothesis that **Managerial Commitment significantly impacts Employee Discipline** is **Supported** based on the overall model F-test ($p=0.000$).
- **Explanatory Power (R^2):** The model showed a strong fit, with the four dimensions of commitment explaining **58.9%** of the variance in employee discipline.
- **Key Significant Predictors:** Three dimensions of commitment showed a statistically significant positive influence on discipline:
 1. **Decision Enforcement** (Strongest predictor)
 2. **Consistency**
 3. **Accountability**
- **Non-Significant Dimension:** The dimension of **Communication & Feedback** did not show a statistically significant direct impact on discipline in this preliminary model

.6. Comparison with Previous Studies

The statistical results of this pilot study provide significant empirical support for the theoretical frameworks established in Chapter 2, demonstrating that managerial commitment accounts for 58.9% of the variance in employee discipline. The high explanatory power of the model validates **Skinner's (1965)** operant behavior theory within the Saudi industrial context, confirming that employee disciplinary responses are directly shaped by managerial inputs. Specifically, the strong influence of **Decision Enforcement** and **Consistency** aligns with **Greenberg's (1987)** and **Colquitt's (2001)** theories of

Procedural Justice, suggesting that employees prioritize the fair and rigorous application of rules over mere verbal directives. Furthermore, the significance of **Accountability** reinforces the role of the manager as a behavioral role model, consistent with the ethical leadership findings of **Wang et al. (2023)**. While the non-significance of **Communication** initially appears to contradict traditional administrative theories, it suggests a pragmatic industrial culture where tangible actions, or "behavioral integrity," serve as more potent drivers of discipline than feedback alone.

.6. Conclusion

This chapter successfully concluded the initial analysis based on the study sample (N =30). The findings confirm that the research instrument is reliable, with all eight dimensions showing acceptable to excellent internal consistency ($\alpha < 0.695$), and the preliminary CMV test indicating no critical bias (47.6%). Descriptive analysis, utilizing the 5-level frequency scale, revealed a significant perceptual gap: while **Employee Discipline** (Weight = 79.60%) was consistently rated in the **High** observation level, overall **Managerial Commitment** (Weight = 67.40%) fell into the **Moderate** level, driven primarily by the low observation of **Communication** and **Accountability** behaviors. Furthermore, the preliminary inferential analysis strongly **supported the main hypothesis** that managerial commitment impacts employee discipline, with the overall regression model proving highly significant ($p=0.000$) and explaining 58.9% of the variance ($R^2=0.589$). Crucially, the analysis identified **Decision Enforcement, Consistency, and Accountability** as the primary significant positive drivers of employee discipline, whereas **Communication & Feedback** showed no significant direct effect in this initial model. The finding in this chapter will serve as a basis for chapter 5 recommendation and conclusion.

- **Chapter five: Research limitations,
Recommendations & Conclusion**

.1. Research Limitations & Future Research

Despite the significant findings, this study acknowledges several limitations that should be considered when interpreting the results:

Sample Size: the current analysis is based on study of 30 respondents. While the sufficient for establishing reliability and preliminary trends, the small sample size limits the generalizability of the results to the entire industrial sector in Saudi Arabia.

Geographical scope: the study focused specifically on the Industrial sector in Yanbu. Therefore, the findings may not fully reflect the organizational dynamics in other regions like Jubail or Riyadh.

Methodological Constraint: the study employed a quantitative cross-sectional design, which captures a "snapshot" of perceptions at a single point in time, rather than tracking behavior changes over a longer period.

And based on the limitation and finding of this study, the following areas are suggested for future investigation :

Large-Scale Validation: Future studies should aim for a significantly larger and more diverse sample size across multiple industrial cities in Saudi Arabia to validate these finding.

Qualitative Exploration: Employing a mixed-methods approach (adding interview or focus groups) could provide deeper insight into why communication was perceived as having non-significant impact on discipline.

Comparative Studies: A comparative analysis between the private industrial sector and the public sector could reveal how different organizational structure influences the relationship between managers' commitment and discipline.

Longitudinal Research: Conducting longitudinal studies to observe the long-term effects of improved managerial consistency and accountability on employee retention and productivity.

.2. Research Recommendations

In light of the statistical findings, the following recommendations are proposed for industrial organizations and managers in Yanbu:

1. **Strengthen Managerial Accountability:** Since Accountability was the lowest-rated managerial dimension, organizations should implement clear "Decision-Ownership" protocols where managers are held responsible for the outcomes of their directives.
2. **Standardize Communication Protocols:** To address the non-significance of communication, managers should be trained not just to "inform," but to engage in "two-way feedback" that clarifies the *rationale* behind decisions.
3. **Formalize Decision Enforcement:** Organizations should establish transparent tracking systems for managerial decisions to ensure they are consistently enforced, as this was found to be the strongest predictor of employee discipline.
4. **Leadership Training Programs:** Develop training modules focused on "Behavioral Consistency" and "Predictable Leadership" to ensure that managerial actions align with organizational rules over time.

.3. Conclusion

This research set out to investigate the impact of managers' commitment to their decisions on employee discipline within the industrial sector of Yanbu. By analyzing data through the lenses of **Relative Weight (RW%)** and **Multiple Regression**, the study reached the following conclusions:

- **Objective 1 (Level of Commitment):** The study found that managerial commitment stands at a **Moderate** observation level (67.40%), with Communication and Accountability identified as the primary areas for improvement.
- **Objective 2 (Level of Discipline):** In contrast, employee discipline was found to be at a **High** observation level (79.60%), indicating a robust culture of self-discipline among the industrial workforce.
- **Objective 3 (The Impact):** The research successfully confirmed that managerial commitment has a **significant positive impact** on employee discipline, explaining **58.9%** of the variance.

The Answer to the Research Question:

Does managerial commitment impact employee discipline? **Yes, it does.** Specifically, the findings reveal that **Enforcement, Consistency, and Accountability** are the critical drivers. When managers follow through on their decisions and apply rules consistently, employees respond with higher levels of discipline. Interestingly, the study suggests that in a high-stakes industrial environment, "actions speak louder than words," as tangible enforcement was a more powerful driver than verbal communication.

In conclusion, while the industrial workforce in Yanbu demonstrates high baseline discipline, its sustainability depends heavily on the integrity and commitment of management. By bridging the gap between "making a decision" and "committing to its execution," organizations can foster a more disciplined, predictable, and high-performing industrial environment.

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Appendix

Questionnaire: <https://forms.gle/rWdSptLCbbY4isnL6>

Target audience: Employees working in the Industrial Sector.

Duration: The survey is very quick and should take no more than 5 to 7 minutes.

Variable	Category	Number of frequency	Percentage
Gender	Female	16	53.3%
	Male	14	46.7%
Total		30	100%
Age	20 - 30	12	40%
	31 - 40	11	36.7%
	41 - 50+	7	23.3%
Total		30	100%
Year of experience	1 - 5	14	46.7%
	6 - 10	6	20%
	11 - 15+	10	33.3%
Total		30	100%

Variable	Dimension	Number of Statements
Managers Commitment	Decision Enforcement	3
	Communication	3
	Consistency	3
	Accountability	3
Total (X)	Managers Commitment	3
Employee Discipline	Safety Compliance	3
	Productivity	3
	Work Discipline	3
	Ethical behavior	3
Total (Y)	Employee Discipline	3