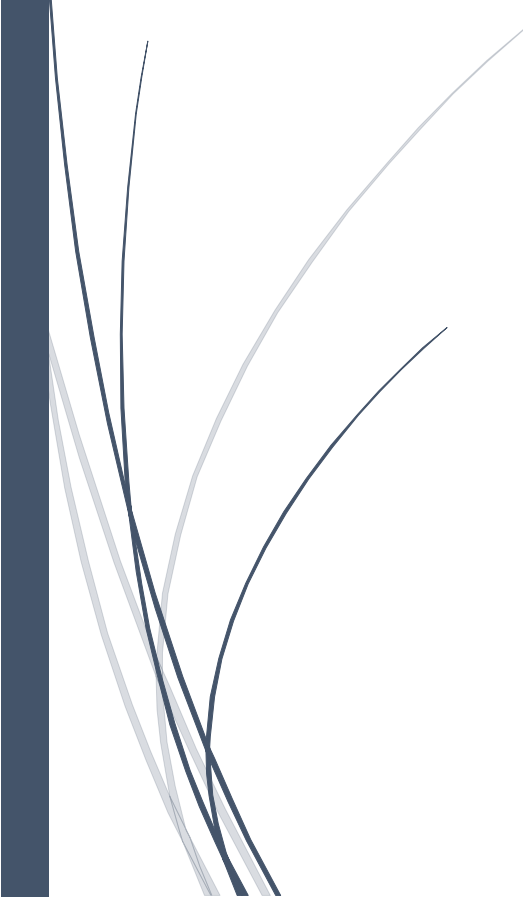




Final Project 2

PMG 497

Project Template



Midocean University

Faculty of Management

Department/ Specialization



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

Ibtihal Sulong

.....

Final Project - 2

Faculty of Management - Midocean University

Supervisor

Dr. Abdul-Raheem Al-Nader

Faculty member- Faculty of management- Midocean University

Date of submission 2025 – 4 of Semester

Acknowledgment

Dedication

Abstract

Purpose:

Methodology:

Findings:

Originality & Implication:

Keywords:

Table of Contents

Acknowledgment.....	2
Dedication.....	3
Abstract.....	4
• Chapter 1: Introduction....	8
.1. Research Background.....	9
.2. Research Problem	10
.2.1. Theoretical Gaps	10
.2.2. Practical Gaps.....	11
.3. Research Significance.....	12
.3.1. At the theoretical level.....	12
.3.2. At the practical level	13
.4. Research Questions	13
.5. Research Objectives.....	14
.6. Research Hypotheses.....	14
.7. Research model.....	14
.8. Scope of The Study.....	15
• Chapter 2: Literature Review	16
.1. Introduction.....	17
.2. The independent variable (managers' commitment to their decisions)	17
.3. The dependent variable (employee discipline).....	19
.4. The relationship between the independent and the dependent variables (managers' commitment to their decisions and employee discipline)	22
.5. Conclusion.....	24
• Chapter 3: Research Methodology	26
.1. Introduction.....	27
.2. Operational definitions for research variables	27
.4. Research population & Sampling methods and technique	28
.5. Data collection method.....	29

.6. Types of data.....	30
.7. Statistical analysis procedures	30
.8. Conclusion	31
• Chapter 4: Statistical Analysis & Findings discussion.....	32
.1. Introduction	33
.2. Sample profile (descriptive statistics for research sample).....	33
.3. Validity & reliability tests for the questionnaires	33
.4. Descriptive statistics for research variables (answer research questions).....	34
.5. Testing Hypotheses & Findings Discussion	34
.6. Conclusion.....	34
• Chapter five: Research limitations, Recommendations & Conclusion	35
.1. Research Limitations & Future Research	36
.2. Research Recommendations.....	36
References	37
Appendix	42

List of Figures:

List of Tables:

- **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, managerial commitment to decisions is not just a formal requirement; it is a practical necessity.

The value of this research is in understanding how managerial 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 managerial 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 boarder 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 managerial 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 seeks 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, a particular diminishment of "managerial 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 decisions of commitment 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, organization invest in leadership development and performance tool, 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 committed are industrial managers to enforcing decisions?
- What is the current state of discipline among operational workers?
- Is there a measurable relationship between managerial commitment and employee discipline?
- What factors mediate or moderate this relationship?

.5. Research Objectives

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

.6. Research Hypotheses

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

.7. Research Model

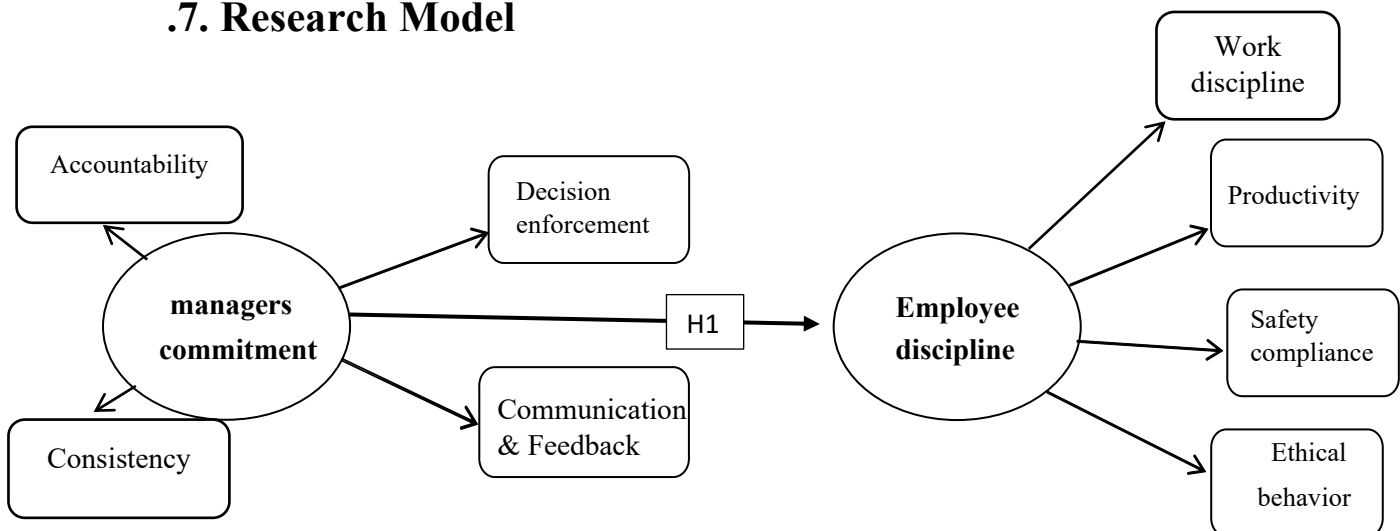


Figure 1: Research Model. Source: The Researcher. (2025)

.8. Scope of The 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:

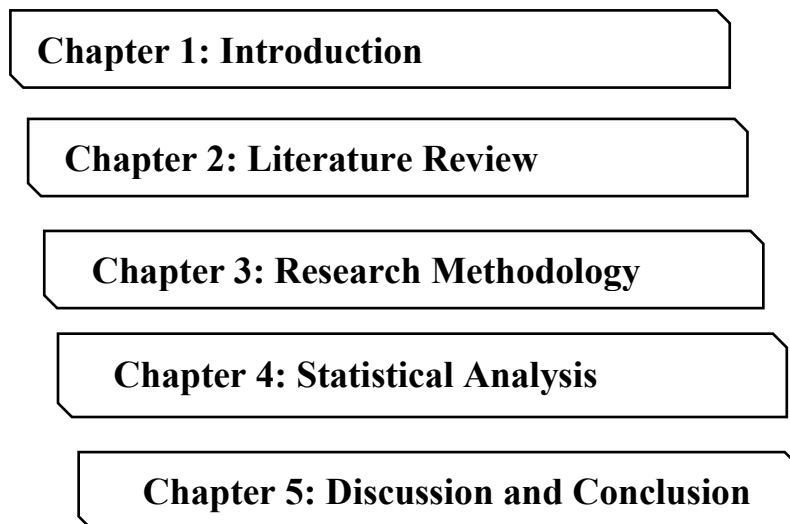


Figure 2: Project Structure.

- **Chapter 2: Literature Review**

.1. Introduction

The literature study will give a detailed evaluation of past studies and theoretical foundations on the impact of managers' commitment to their decisions on the discipline of employees within the industrial sector, with emphasis on the Saudi context. It brings together local and global views to discover and identify crucial concepts, clarify definitions, and highlight the research's academic and practical relevance and usefulness.

.2. The independent variable (managers' commitment to their decisions)

Managers' commitment to their decisions refers to the extent to which leaders constantly adhere to and follow through on their decisions, ensuring that such decisions are implemented successfully and sustainably. It includes consistency, reputability, resource allocation, and role-modeling, in which leaders not only convey a decision but also actively ensure its execution and long-term viability (**Aarons et al., 2015**).

It also echoes the principles of organizational support theory, which connects a leader's dependability to the level of trust and motivation felt by employees (**Eisenberger et al., 2020**).

Relevant studies

- **Higgs & Rowland (2024)** in their recent study explored leadership behaviors in UK infrastructure projects and revealed an interesting insight that the ability to “sustain change” stood out as a vital skill. This capacity is much like the dedication shown in decision-making processes. Projects with high results on this competency reported much improved schedule adherence and fewer disciplinary concerns.
- **Ghemawat, P. (1999)** also argues that inconsistency or lack of follow-through weakens organizational discipline and credibility. When managers frequently reverse or neglect their decisions, employees receive mixed signals that undermine compliance and accountability. Over time, this leads to confusion, reduced motivation, and diminished productivity. Conversely, committed managerial behavior creates a structured environment where employees are more likely to internalize organizational values and behave in disciplined ways.
- **Sahadi et al. (2022)**, a study conducted in Indonesia, examined the determinants of managers' work commitment using the SEM method. The researchers considered variables such as leadership, trust, job satisfaction, salary, and culture. The finding revealed that the salary and organizational culture are the most critical factors of managers' commitment.
- **Alruqi et al. (2020)** Surveyed 401 Saudi workers and supervisors to investigate the correlation between safety climate and actual compliance. Managerial commitment was defined as “priority for safety in decision-making.” The finding found that when

managers clearly supported decisions with resources and monitoring, safety infractions dropped by 27%.

- **Randeree & Chaudhry (2012)** the study examined how different leadership styles affect employee job satisfaction and organizational commitment in the UAE, and the study found that leadership styles, especially those that are participatory and consultative, play an important role in enhancing both employee satisfaction and commitment. Employees feel more satisfied and committed when their managers adopt leadership approaches that support, encourage involvement, and share decision-making.
- **Neal & Griffin (2006)** The research was conducted in Australian manufacturing plants and examined how safety commitment, motivation, behavior, and accident rates connect over time. They found that a positive safety commitment boosts motivation, and motivation improves safety behavior, and for that, the improved behavior ultimately leads to fewer accidents.

.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 adopt 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 organizational 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 meta-analysis of safety performance predictors, illustrating the way environmental factors can profoundly influence behavioral outcomes, including discipline and safety parameters.

.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.

.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 limited investigation into non-safety-related discipline and cross-cultural variations and practical gaps 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**

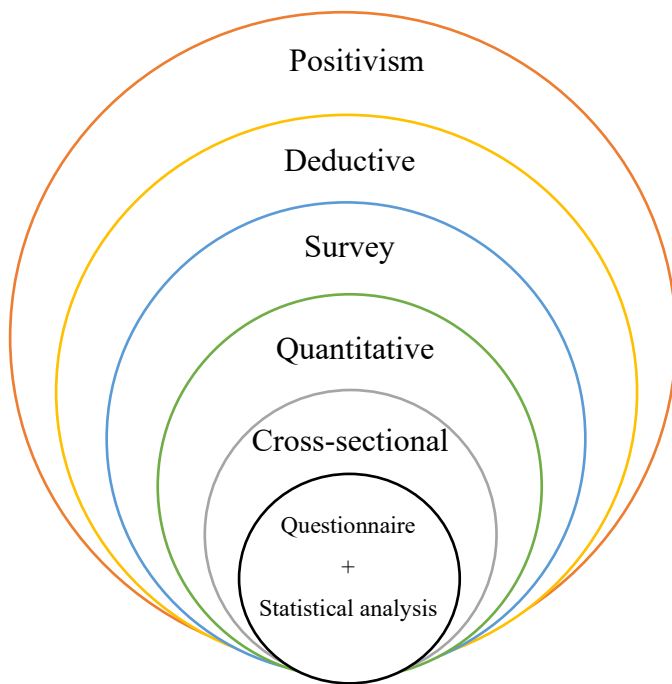
.1. Introduction

This study adopts a 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.

.2. Operational definitions for research variables

- **Managerial Commitment to decisions:** This variable refers to the degree to which managers consistently adhere to and follow-through with their disciplinary decisions. Operationally, it will be assessed through structured questionnaire items asking managers about their perceived consistency in decision-making regarding employee discipline, utilizing Likert-scale responses.
- **Employee discipline:** This variable represents the observable behaviors and outcomes related to employee productivity, compliance, and work behavior. Operationally, it will be assessed through structured questionnaire items asking employees about their response to managers' commitment to their discipline to the organization.

.3. Research design (research onion)



.4. Research population & Sampling methods and technique

- **Target population:** The target population consists of employees and line managers working in industrial sector including manufacturing, petrochemical, and energy production facilities. The population includes managers, engineers, supervisors, and production employees involved in day-to-day operations. The frame will focus on medium and large industrial organization's operating in Saudi Arabia.
- **Sampling method:** Due to the absence of a publicly accessible database of all industrial employees the research employs **non-probability** sampling specifically **Convenience & snowball** sampling. Participant are selected based on availability and relevance, and initial respondents are encouraged to share the survey with colleagues in smaller roles. The total **sample size is 100 participants** for exploratory research.

.5. Data collection method

Data collected through a Google form structured questionnaire containing close-ended questions based on a Likert-scale. The questionnaire consists of three parts:

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

2) Managers' commitment to their decisions:

Variable	Variable dimensions	Number of statements
Managers commitment to their decision	▪ Decision enforcement ▪ Consistency ▪ Accountability ▪ Communication& Feedback	1-5

3) Employee discipline:

Variable	Variable dimensions	Number of statements
Employee discipline	▪ Safety Compliance ▪ Productivity ▪ Work discipline ▪ Ethical behavior	1-6

.6. Types of data

There is two main types of data are relevant:

Primary data: will be gathered from industrial sector managers and employees using a structured questionnaire administered to 100 employees and managers in Saudi Arabia industrial sector. The survey aimed to measure managers' commitment to their decisions and its influence on employee discipline using a 5-point Likert 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

Data collected will be analyzed using **SPSS** software 28 version to perform:

Descriptive statistics: will be used to summarize and describe the basic features of the data, it 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

Simple linear regression: to test the hypothesis.

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 industrial sector. Using a detective approach under the positivist philosophy, data will be collected through a structured questionnaire distributed to 100 employees and managers selected via snowball & convenience sampling. The data analyzed using SPSS 28 vision.

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

.1. Introduction

.2. Sample profile (descriptive statistics for research sample)

.3. Validity & reliability tests for the questionnaires

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

.5. Testing Hypotheses & Findings Discussion

.6. Conclusion

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

.1. Research Limitations & Future Research

.2. Research Recommendations

.3. Conclusion

References

AWU, E. B. I. A. S. U. O. D. E. (2022). The Impact of Employee Discipline on Organizational Survival: The Human Resource Management Perspective. *International Journal of Academic and Applied Research (IJAAR)*.

Ahmed, T., Hoque, A., Karmaker, C. L., & Ahmed, S. (2023). Integrated approach for occupational health and safety (OHS) risk Assessment: An Empirical (Case) study in small enterprises. *Safety Science*, 164, 106143.

<https://doi.org/10.1016/j.ssci.2023.106143>

AlFlayyeh, S., & Alghamdi, A. B. M. (2023). Leadership styles and their impact on employee performance: An empirical investigation of Riyadh private hospitals. *Journal of population therapeutics and clinical pharmacology*, 30(15), 19-33.

<https://www.jptcp.com/index.php/jptcp/article/view/2137>

Alruqi, W. M., Hallowell, M. R., & Techera, U. (2020). Safety climate dimensions and their relationship to construction safety performance: A met analytic review. *Safety Science*, 132, 104939.

<https://doi.org/10.1016/j.ssci.2020.104939>

Almasradi, R. B., Panatik, S. A., & Noordin, N. F. Mohd. (2020). The relationships between job satisfaction and affective commitment among administrative staff in Saudi Arabia. 18(2), 104–111.

<https://doi.org/10.30595/PSYCHOIDEA.V18I2.6619>

Ayuandiani, W., Shaleh, M., Magfirah, N., & Kadir, A. R. (2020). Application of multiple linear regression analysis in determining employee performance. *IOP Conference Series: Earth and Environmental Science*, 575(1), 012209.

<https://doi.org/10.1088/1755-1315/575/1/012209>

Aarons, G. A., Ehrhart, M. G., Farahnak, L. R., & Hurlburt, M. S. (2015). Leadership and organizational change for implementation (LOCI): A randomized mixed method pilot study of a leadership and organization development intervention for evidence-based practice implementation. *Implementation Science*, 9(1), 1–12.

<https://doi.org/10.1186/1748-5908-9-1b>

Alzahrani, J. I., & Emsley, M. W. (2013). The impact of contractors' attributes on construction project success: A post construction evaluation. *International journal of project management*, 31(2), 313-322.

<https://doi.org/10.1016/j.ijproman.2012.06.006>

Basahel, A. M. (2021). Safety leadership, safety attitudes, safety knowledge and motivation toward safety-related behaviors in electrical substation construction projects. *International Journal of environmental research and Public Health*, 18(8), 4196.

<https://www.researchgate.net/publication/377743040>

Bass, B.M., & Riggio, R.E. (2006). *Transformational Leadership* (2nd ed.). Psychology Press.

<https://doi.org/10.4324/9781410617095>

- Christian, M. S., Bradley, J. C., Wallace, J. C., & Burke, M. J. (2013). Workplace safety: A meta-analysis of the roles of person and situation factors. *Journal of Applied Psychology*, 94(5), 1103–1127.
<https://doi.org/10.1037/a0016172>
- Dziadosz, A., & Kończak, A. (2016). Review of selected methods of supporting decision-making processes in the construction industry. *Archives of Civil Engineering*, 62(1), 111-126.
<http://archive.sciendo.com/ACE/ace.2016.62.issue-1/ace-2015-0055/ace-2015-0050055/ace-2015-005>
- El-Shafie, E., Nassani, A., & Aljumah, G. (2025). Understanding the Consequences of Toxic Leadership in the Business Sector: An Empirical Study in Saudi Arabia. *International journal of project management*, 45(3), 409-422.
https://aja.journals.ekb.eg/article_374830.html
- Eisenberger, R., Rhoades, Shanock, L., & Wen, X. (2020). Perceived organizational support: Why caring about employees counts. *Annual review of organizational psychology and organizational behavior*, 7(1), 101-124.
<https://www.annualreviews.org/content/journals/10.1146>
- G. A., Ehrhart, M. G., Farahnak, L. R., & Hurlburt, M. S. (2015). Leadership and organizational change for implementation (LOCI): A randomized mixed method pilot study of a leadership and organization development intervention for evidence-based practice implementation. *Implementation Science*, 9(1), 1– 12.
<https://doi.org/10.1186/1748-5908-9-1>

gangaboina, sunanda. (2018). IMPACT OF ORGANIZATIONAL COMMITMENT ON EMPLOYEE JOB PERFORMANCE-A STUDY IN BANKING SECTOR. *International Journal of Research in Management*. <https://doi.org/10.26808/RS.RM.I8V2.02>

Higgs, M., & Rowland, D. (2024). Is change all in mind? A study of a leader's mindfulness, leader behaviors in implementing change. *Journal of General Management*, 49(2), 146-162.

<https://doi.org/10.1177/03063070221107130>

Khan, N., Zaidi, S. F. A., Yang, J., Park, C., & Lee, D. (2023). Construction Work Stage-Based Rule Compliance Monitoring Framework using Computer Vision (CV) technology. *Buildings*, 13(8), 2093.

<https://doi.org/10.3390/buildings13082093>

Mahfouz, S. A., Awang, Z., Muda, H., & Abidin, U. S. Z. (2019). The impact of transformational leadership on employee commitment in the construction industry. *International Journal of Innovation, Creativity and Change*, 7(10), 151167.

<https://www.researchgate.net/publication/34432776>

Neal, A., & Griffin, M. A. (2006). A study of the lagged relationships among safety climate, safety motivation, safety behavior, and accidents at the individual and group levels. *Journal of Applied Psychology*, 91(4), 946–953.

<https://doi.org/10.1037/0021-9010.91.4.946>

Rajuskar, C., & Kalage, A. (2023). Disciplinary action approaches – Legal practitioner perspectives. *International Journal of Multidisciplinary Research*, 5(3).

<https://doi.org/gr9r27>

Randeree, K., & Chaudhry, A. G. (2012). Leadership—style, satisfaction and commitment: An exploration in the United Arab Emirates’ construction sector. *Engineering, Construction and Architectural Management*, 19(1), 61–85. <https://doi.org/10.1108/09699981211192571>

Sezer, A. A., Thunberg, M., & Wernicke, B. (2021). Digitalization Index: Developing a model for assessing the degree of digitalization of construction projects. *Journal of Construction Engineering and Management*, 147(10).

[https://doi.org/10.1061/\(asce\)co.1943-7862.0002145](https://doi.org/10.1061/(asce)co.1943-7862.0002145)

Skinner, B. F. (1965). *Science and Human Behavior* (No. 92904). Simon and Schuster.

Wang, D., Sun, Z., Zong, Z., Mao, W., Wang, L., Sun, Y., Zhang, J., Maguire, P., & Hu, Y. (2023). The effect of benevolent leadership on safety behavior: A moderate mediation model. *Journal of Safety Research*, 85, 31–41.

<https://doi.org/10.1016/j.jsr.2023.01.004>

Appendix

<i>Demographic information:</i>	<i>Options</i>					
<i>Job position</i>	Manager		Supervisor		Worker	Engineer
<i>Year of experience</i>	1-3		4-6		7-10	10+
<i>Age</i>	20-30		31-40		41-50	50+
<i>Gender</i>	Male		Female			

Variable	Variable dimensions	Number of statements
Managers commitment to their decision	- Decision enforcement - Communication & Feedback - Consistency - Accountability	1-5
Employee discipline	- Safety Compliance - Productivity - Work discipline - Ethical behavior	1-6

First variable: Manager Commitment to Their Decision						
No.	Statement	1	2	3	4	5
1	I reinforce my decision through regular check-in and adjustment to address challenges					
2	I consistently monitor the progress of my decision and provide ongoing support to ensure they are follow-through					
3	I clearly communicate my decisions to the team and ensure they are understood before implementation					
4	I allocate necessary resources to support the successful execution of my decisions					
5	I rarely change or reverse my decisions without valid reason, maintaining stability in executions					

Second variable: Employee Discipline						
No.	Statement	1	2	3	4	5
1	I can handle conflicts or challenges in a disciplined and constructive manner					
2	I avoid engaging in activities that could disrupt the workplace environment					
3	I contribute to team goals by maintaining high level of output					
4	I minimize distractions and focus on work-related activities during work hours					
5	I consistently follow company policies and procedures in my daily work					
6	I demonstrate respectful and professional behavior toward colleagues and supervisors					