

Article

# State policy of supervision and control regarding compliance with labour discipline of employees and its implementation

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**Abstract: Research issue:** The study is driven by contemporary global challenges regarding the stability and efficiency of production processes, the necessity to enhance competitiveness, and ensuring workplace safety, which demands a systematic approach to monitoring and supervising adherence to labour discipline. The research is theoretical in nature. The aim/objective of the study is to analyse the specifics of state policy on supervision and control over employees' adherence to labour discipline, the peculiarities of its practical implementation, and perspectives for improvement. **Method:** The study employed a logical-semantic method, analytical and documentary methods of analysis, and the method of expert assessment of labour discipline of employees and employers based on their evaluation of certain aspects of labour discipline. The research methodology included a sample size of 30 respondents, and the research instrument was expert evaluation. Data collection was conducted through surveys, and the calculation method was quantitative. **Results:** The article examines the impact of the main incentives and methods on ensuring labour discipline, determining their essence and forms of manifestation. It also considers the extent of application of each method in enterprise practices. It was found that economic methods are widely used and aimed at increasing employee motivation and maintaining their labour discipline. The analysis revealed that the main manifestations of employee labour discipline and managerial duties are differences in the perception of labour discipline by both parties. It was found that employers underestimate the productivity and abilities of employees, indicating potential systemic deficiencies in human resource management. Conversely, employees note that managers ignore their needs and problems. The results of the expert evaluation showed that employees rated their discipline higher than employers did. These discrepancies in evaluations could affect internal relations within the team and require managerial attention to improve interaction and cooperation. **Conclusion:** Based on the assessment of labour discipline, systemic deficiencies in human resource management were identified, highlighting the need for appropriate monitoring and employee motivation mechanisms. The study proposes innovative personnel management methods to ensure labour discipline in enterprises, including HR branding, team building, mentoring, and grading. It is proven that these approaches allow for the creation of a fundamentally new management system to ensure compliance with labour discipline and the development of professionalism and employee motivation.

**Keywords:** labour discipline; supervision; control; state policy; incentives; motivation; branding; team building; mentoring; grading

## 1. Introduction

In contemporary society, labour discipline plays a key role in maintaining the stability and security of social relations, transforming its function from a means of maintaining order and efficiency in the workplace to a decisive element in the

successful operation of enterprises and organisations. Labour discipline ensures compliance with norms and rules, contributes to increased productivity, and helps achieve set goals.

The issue of labour discipline is the subject of research by many modern scholars, including Kossek et al. (2022), Haeussler and Sauermann (2020), Tambunan et al. (2024), Yusuf et al. (2023). Researchers mainly investigate the relationship between the division of labour and labour discipline, develop the organisational basis for the division of labour in teams, and study the features of legal incentives for employee labour activities.

In the context of the specifics of the outlined issues for the realities of Ukraine, the main instrument is positioned as a system of material incentives, which often requires increased efficiency. Low wages, the transition to market relations, and insufficient guarantees for the maximum provision of labour discipline are the main reasons for the need for greater adherence to labour discipline by employees and management. Furthermore, workplace conflicts arise due to violations of employee rights. It is important to note that cases of illegal dismissal, non-payment of wages, and discrimination in the workplace are just some of the issues that need to be addressed in Ukrainian enterprises to ensure stable labour discipline. Therefore, to achieve and maintain labour discipline, it is necessary to apply a comprehensive approach and carefully analyse the problem.

Unlike previous scientific explorations in this context, the research positions the necessity of improving working conditions, developing effective incentive mechanisms, and establishing trust between employees and employers as essential prerequisites for improving labour discipline. The novelty of the research is seen in the proposal for systematic implementation of innovative personnel management methods to ensure labour discipline in enterprises: HR branding, team building, mentoring, and grading. The article argues that these approaches allow for the creation of a fundamentally new management system to ensure compliance with labour discipline, professional development, and employee motivation.

The goal of the research is to analytically represent the specifics of state policy on supervision and control over adherence to labour discipline by employees in Ukraine, the peculiarities of its practical implementation, and perspectives for improvement in the context of the proposed innovations.

## **2. Theoretical framework**

The concept of labour discipline has been extensively studied in the field of labour from various theoretical perspectives.

The theoretical foundations of the article are composed of the following definitions.

**Labour Discipline:** Dmytrenko (2009) defines labour discipline as a set of legal norms that regulate the internal labour order, delineate the obligations of the parties to a labour contract, encourage the successful performance of labour duties, and also provide for sanctions for improper performance of labour duties.

According to Hrishnova (2001), discipline involves adherence to the internal labour regulations of an enterprise, including strict compliance with technological

requirements for each production process, known as technological discipline, as well as the timely and accurate execution of production tasks, performance of job duties, proper operation of equipment, and adherence to safety rules.

In the scientific literature, Vapniarchuk (2014) emphasises that as an institution of labour law, discipline is a set of legal norms that regulate the internal labour order, delineate the obligations of employees, employers, or their authorised bodies, and define mechanisms for incentivising labour activity.

The concept of labour discipline has been extensively researched in labour relations, with various theoretical perspectives emerging. For instance, Dmytrenko (2009) defines labour discipline as a set of legal norms that regulate the internal labour order, delineate the duties of the parties within the framework of the employment contract, define measures of encouragement for successful performance of work, and measures of penalty for improper performance of labour duties. Moreover, he asserts that labour discipline is contingent upon the conscious and conscientious performance of duties by employees, which is a prerequisite for attaining highly productive work. Some scholars posit that the essence of labour discipline lies in the conscientious and direct fulfilment of duties by employees, the direct observance of orders and directives from managers, a profound comprehension of their roles and unwavering execution.

Given the above, the basic definition of labour discipline in the context of this study is adopted as the definition of labour discipline as a separate organisational and legal basis that regulates the behaviour of employees in the workplace (Antonenko, 2022). It encompasses a set of requirements and rules that employees adhere to during their labour activities.

From a legal perspective, labour discipline is mandatory, primarily aimed at fulfilling the assigned duties, which can be classified as follows: firstly, adherence to personal dedication to the work specified in the employment contract or agreement, including honest and diligent performance of tasks, as well as timely and accurate execution of employer instructions; secondly, the performance of labour duties as provided by applicable labour legislation, including compliance with labour and technological protocols and ensuring adherence to safety rules; thirdly, careful handling of the employer's property in accordance with the terms of the employment contract (Starchenko, 2022).

The common etymology of “supervision” and “control” suggests that both terms pertain to overseeing a specific object or subject. This dual interpretation often leads to confusion and a lack of clear criteria for distinguishing between the concepts and phenomena they denote. For instance, Salmanova (2016) believes that supervision is the control over the actions of administrative bodies regarding compliance with legal norms. She emphasises its role in assessing the legality, appropriateness, and various parameters of these actions. However, in doing so, the concept of supervision is identified with the concept of control, which diverges from its etymological roots.

In the theoretical framework of this study, supervision is defined as systematic observation aimed at detecting violations of labor legislation in Ukraine. It includes activities such as observing and assessing the compliance of control subjects with the requirements and provisions of legislation.

An alternative interpretation of the concept of “control” in legal literature is proposed by Vitvitskyi (2014). According to Vitvitskyi, control can be defined as a

comprehensive system responsible for overseeing and ensuring the compliance of the controlled entity's activities with management decisions. Its primary purpose is to verify that the controlled entity adheres to the desired and necessary standards defined by laws, decrees, and instructions, as well as various programs, plans, contracts, projects, and agreements.

The article is based on the theory of Stetsenko (2015), which posits that control functions as an organisational and legal mechanism for maintaining legality and discipline within an organisation. It involves observing and verifying compliance with legal norms by the controlled entity and holding individuals accountable for their actions according to the current legislation. This control goes beyond simple supervision, encompassing a broader scope for evaluating the legality of operations and enhancing the efficiency and effectiveness of the controlled entity's activities. Control measures are conducted continuously and promptly, allowing for direct intervention in operational and production processes to rectify identified deficiencies, thereby directly influencing the functioning of the controlled entity.

In the scientific discourse, there are several viewpoints regarding the correlation between the categories of "control" and "supervision," positioning them as either related, interchangeable, or distinct definitions. This study is based on the belief that the supervision of compliance with labour legislation is a duty directly within the competence of the state. This supervision encompasses the activities of various state bodies, including central executive bodies, their territorial subdivisions, state collegiate bodies, executive bodies of the Autonomous Republic of Crimea, local state administrations, and local self-government bodies within their legislatively defined powers. The main task of this supervision is to identify and prevent violations of labour legislation by economic entities while simultaneously protecting the interests of society. This implies guaranteeing the quality of products, services, and works and reducing the likelihood of negative impacts on public safety and the environment (Yaroshenko and Inshyn, 2019).

The main legislative act on labour issues is the Labor Code of Ukraine No. 322-VIII, dated December 10, 1971. However, it contains limited and abstract explanations regarding the nature and scope of control and supervision of compliance with labour legislation. Article 259 of Chapter XVIII of the Code defines the principles of state supervision and control over compliance with labour legislation by legal entities, regardless of ownership form and type of activity. This activity is assigned to the central executive body that implements state policy on supervision and control over compliance with labour legislation and its territorial bodies. The procedure for this activity is determined by the Cabinet of Ministers of Ukraine (Verkhovna Rada of Ukraine, 2023).

The central executive body exercises control over compliance with labour legislation by enterprises under its management, with the exception of tax authorities, which oversee all enterprises regardless of ownership and subordination. Local self-government bodies are responsible for regulating the activities of municipal enterprises within the respective territorial communities. Trade unions and their associations exercise public control over compliance with labour legislation.

Among the methods of ensuring labour discipline in the theoretical basis of this article are educational, organisational, economic methods, persuasion, coercion, and

encouragement. These methods are aimed at enhancing employee motivation and maintaining their responsibility and efficiency (Zhmak, 2015).

Among the most common economic methods of ensuring labour discipline are performance bonuses, wage increases, profit-sharing, and stock ownership, social incentive payments and compensations, and an effective management system (Yastremska et al., 2023; Yepifanova and Pankova, 2021). Social incentive payments and compensations include various social incentives and compensations for employees, including financial assistance for education, health insurance, and leave (Kalinin et al., 2022; Kvasko and Hryhorova, 2022).

Organisational methods involve improving production efficiency and ensuring proper and safe working conditions.

Encouragement in ensuring labour discipline is a unique means of positive socio-legal regulation of people's behaviour to stimulate and support socially significant activities, specific worthy behaviour of employees, voluntary behaviour, mutual benefits, and support of shared interests—corporate, state, and public.

The method of coercion includes external psychological or physical influence on the consciousness and behavior of employees, application of sanction norms of law to specific employees, as well as the application of legal restrictions to employees.

The method of persuasion forms employees' confidence in the correctness of their knowledge, awareness of its importance, and readiness to act accordingly.

The method of upbringing involves systematic influence on the development of personality by involving it in production and public activities. Important qualitative features of upbringing are its objective, dialectical, and concrete-historical nature, continuous development, and determination of goals and methods of influence on the consciousness of the individual by social context and needs.

The defined methods contribute to increasing employee motivation, maintaining high labour productivity, and ensuring the efficiency of the production process.

As a result of a systematic and comprehensive literature review, knowledge gaps were identified, highlighting the need to improve state policy on monitoring and control of labour discipline among employees in Ukraine in terms of its practical implementation and prospects for improvement through innovative solutions and tools. The dynamics of social development, labour market transformation, and the sphere of labour relations require prompt responses in the legislative and legal fields.

Within the framework of the existing scientific discourse, this study positions itself as an attempt to realistically assess labour discipline among employees and employers based on their perception of the real situation in the studied field, aiming at the prospective implementation of optimisation and innovative solutions.

### **3. Research method**

In preparing the article, a comprehensive approach was employed to achieve the primary goal of scientific research. The logical-semantic method clarified the essence and content of critical concepts, particularly 'supervision', 'control', and 'labour discipline'. A logical-semantic analysis of industry-specific concepts derived from current national legislation has been implemented, addressing aspects of compliance

in labour relations legal support within the national format to the generally accepted norms of a globally integrated developed social formation.

Analytical and documentary analysis methods were used to clarify the essence of supervision and control to ensure labour discipline. The regulatory framework of labour is primarily constituted by legislative and normative acts defining the supervision and control standards in the labour sphere. The theoretical foundation is formed by specialists in labour law, who considered issues of supervision, compliance with labour legislation, and the maintenance of labour discipline.

The study applied the expert evaluation method of labour discipline of employees and employers based on their assessment of defined aspects of labour discipline.

Among the key points regarding the implementation of the expert assessment method, it is worth noting:

- The theoretical and methodological developments in the field relevant to the current Ukrainian context were taken as key data sources for the research implementation.

- The research methodology included a sample size of 30 respondents, the research instrument was expert evaluation, the data collection method was a survey, and the calculation method was quantitative.

- The surveyed employees and employers work in the social sector, within the territory of Ukraine (Kyiv).

- Data on gender: 15 male and 15 female respondents.

- Education level: 100% of the respondents have higher education.

- Work experience of participants: at least eight years.

The results of the expert evaluation indicated that employees rated their discipline higher than employers. For instance, employees rated their initiative higher (5 points), confidentiality preservation (5 points), and effective use of working time (4 points). However, employers rated the aspects listed below, including effective use of working time (2 points) and adherence to strict confidentiality (3 points). Such evaluation discrepancies can impact the team's internal relationships and may necessitate management's attention to improve interaction and cooperation.

#### **4. Results**

Discipline is vital in maintaining social stability, order, and security. In this context, labour discipline is a distinct component of national discipline. Different stimuli and techniques are employed to achieve labour discipline, efficiency, and stability at the workplace, to support employees in performing their duties and to ensure order at the enterprise (**Table 1**).

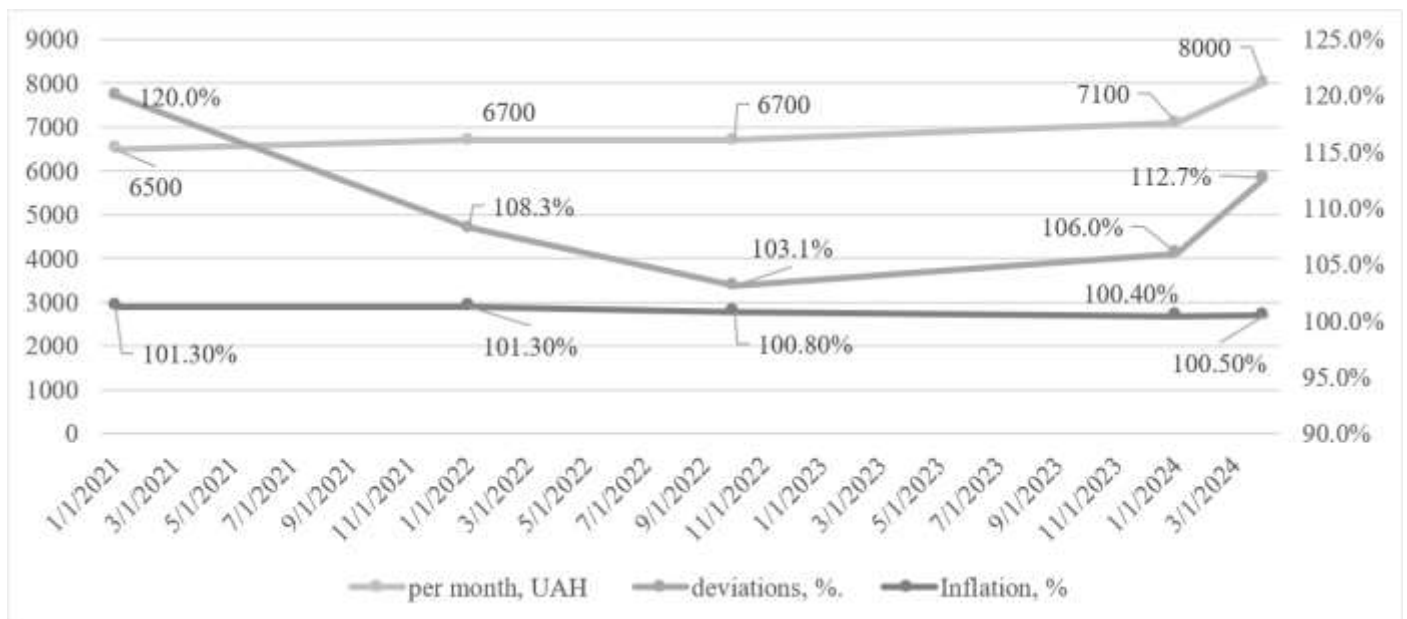
At the current stage of Ukraine's social evolution, which is characterised by the transition to market relations, consistently low wages (**Figure 1**), and an imperfect system of material incentives, ensuring labour discipline remains a pressing issue.

**Table 1.** Key incentives and methods to ensure compliance with labour discipline.

Incentive	Essence	Expression
Persuasion method	Persuasion in ensuring labour discipline creates confidence among employees in the correctness of their knowledge, awareness of its importance and willingness to act on it.	++
Education method	Education in ensuring labour discipline includes a systemic impact on developing a personality with involvement in production and social activities. Such influence is not limited to specific measures but also considers all the conditions affecting the individual's psyche. Important qualitative features of education include its objective, dialectical and specific historical nature, constant development and the determination of the purpose and methods of influencing the individual's consciousness by the social context and needs.	+
Economic methods	Economic methods in ensuring labour discipline include financial incentives for employees at enterprises and organisations. These methods seek to motivate employees and support their responsibility and efficiency.	+++
Organisational methods	Such methods include increasing production efficiency and ensuring proper and safe working conditions.	++
Encouragement method	Encouragement in ensuring labour discipline is a unique means of positive social and legal regulation of human behaviour to stimulate and support socially significant activity. The incentive method's characteristics include stimulating specific meritorious behaviour of employees, the voluntary nature of behaviour, mutual benefit, and support of common interests, such as corporate, state, and public interests.	++
Coercion method	Coercion is the imposition of another's will regarding an individual's convictions to force them to act according to the will of the enforcing subject. This method includes external psychological or physical influence on the consciousness and behaviour of employees, the application of sanctioning norms of law to specific employees, and the application of legal restrictions to employees.	+++

Source: compiled by the authors based on (Honcharuk, 2020), (Kutomanov, 2015), (Kovalenko, 2017), (Melnychuk and Martyniuk, 2023) (Kucher and Mohilevskyi, 2023).

\*Notes: +: not widely used; ++: medium level of use; +++: widely used.



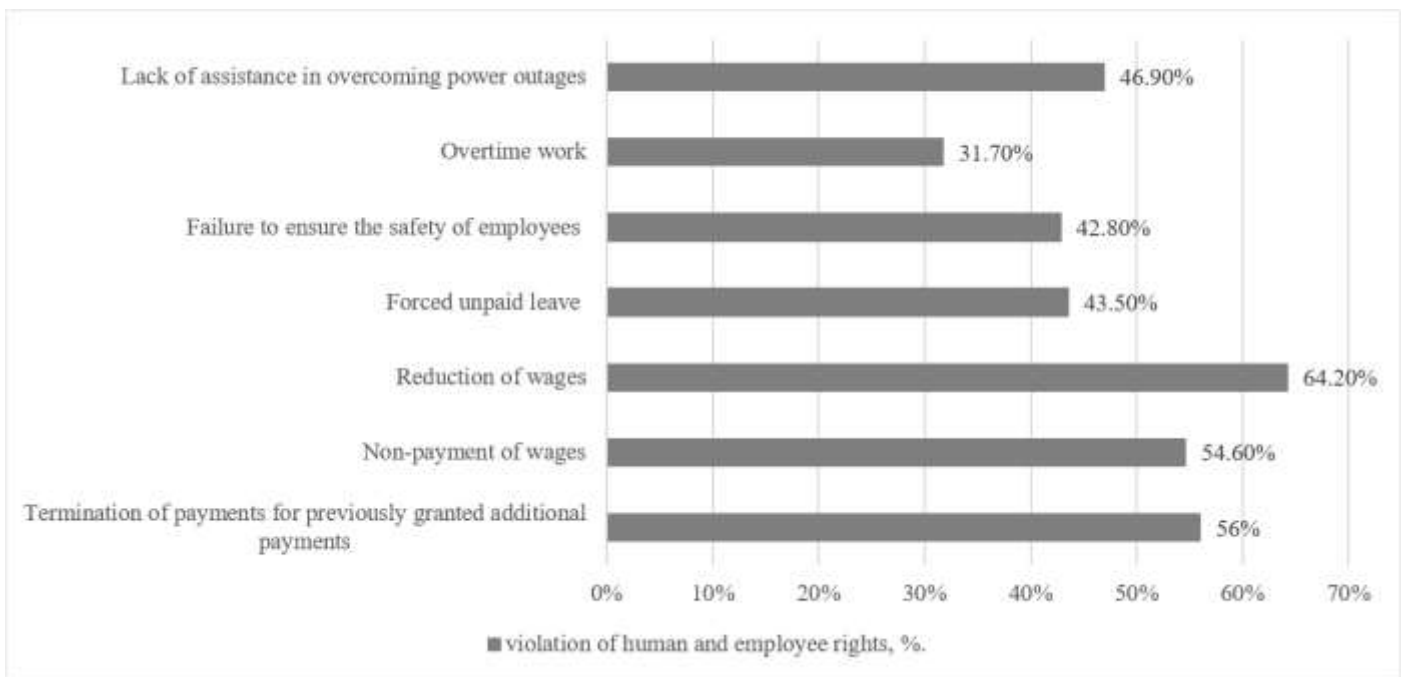
**Figure 1.** Salary dynamics adjusted for inflation in Ukraine.

Source: compiled by the authors based on (Ministry of Finance of Ukraine, 2024a; 2024b).

Considering inflation, the dynamics of wage changes indicate a significant wage increase over the analysed period. However, such an increase in wages does not fully compensate for inflationary pressure, and the real purchasing power of the population decreases. Consequently, legislative responsibility measures act as one of the fundamental mechanisms for maintaining labour discipline, ensuring compliance with internal labour regulations by employees who do not follow them. It highlights the

continued significance of disciplinary measures in shaping behaviour at the workplace and promoting productivity in the context of a developing socio-economic landscape.

Working conditions and providing adequate resources and guarantees for employees also influence the observance of labour discipline and the company's internal regulations. In practice, the most common human and workers' rights violations are the illegal dismissal of employees, non-payment or partial payment of wages, and discrimination based on age or family obligations (**Figure 2**). Such violations have a detrimental impact on the work environment and pose a threat to the company's stability and efficiency.

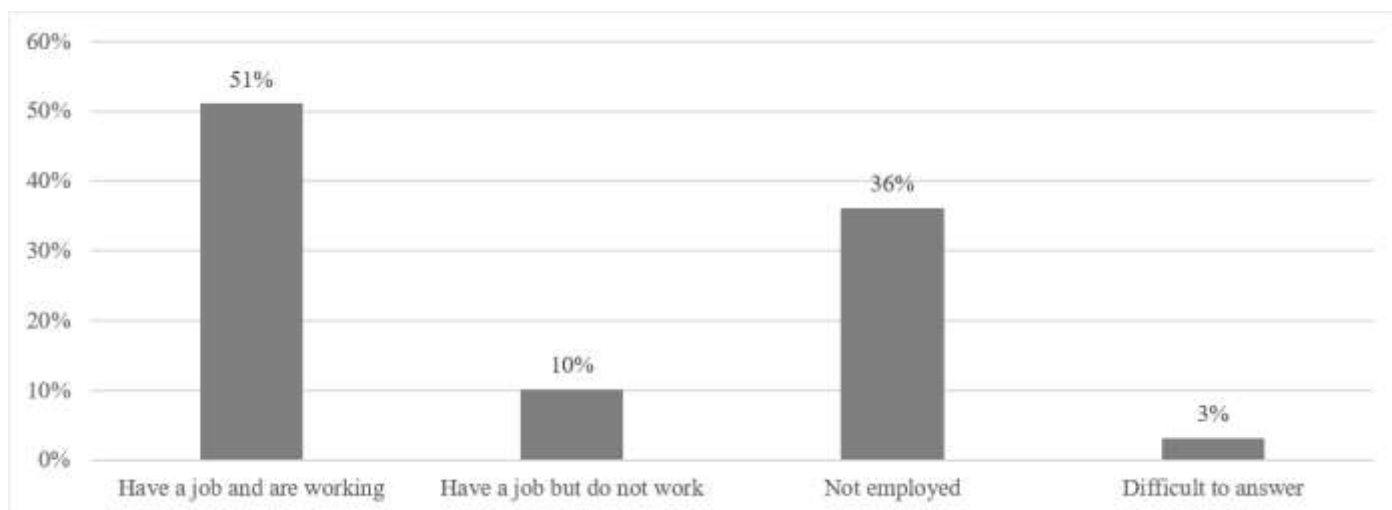


**Figure 2.** Human rights violations in business activities.

Source: compiled by the authors based on (Uvarova and Saprykina, 2023).

Another issue about labour discipline is the proliferation of the shadow employment market, which directly impacts labour discipline. Employees working without official registration and receiving untaxed wages set a negative precedent and contravened the fundamental principles of organisational structure and internal control. It can result in decreased employee motivation, disruptions to working time, and reduced productivity (**Figure 3**). Consequently, it is paramount to implement effective control and supervision by the management of the company and state authorities to prevent such situations and ensure adherence to labour discipline at all levels. A data analysis conducted by the Pension Fund reveals that the number of officially registered workers who are payers of the unified social tax has increased from 7.96 million to 8.38 million over the past two years. However, more is needed to address the underlying issue (Vynokurov, 2024).





**Figure 3.** Growth dynamics of officially employed persons in Ukraine in 2023.

Source: compiled by the authors based on (UkrInform, 2023).

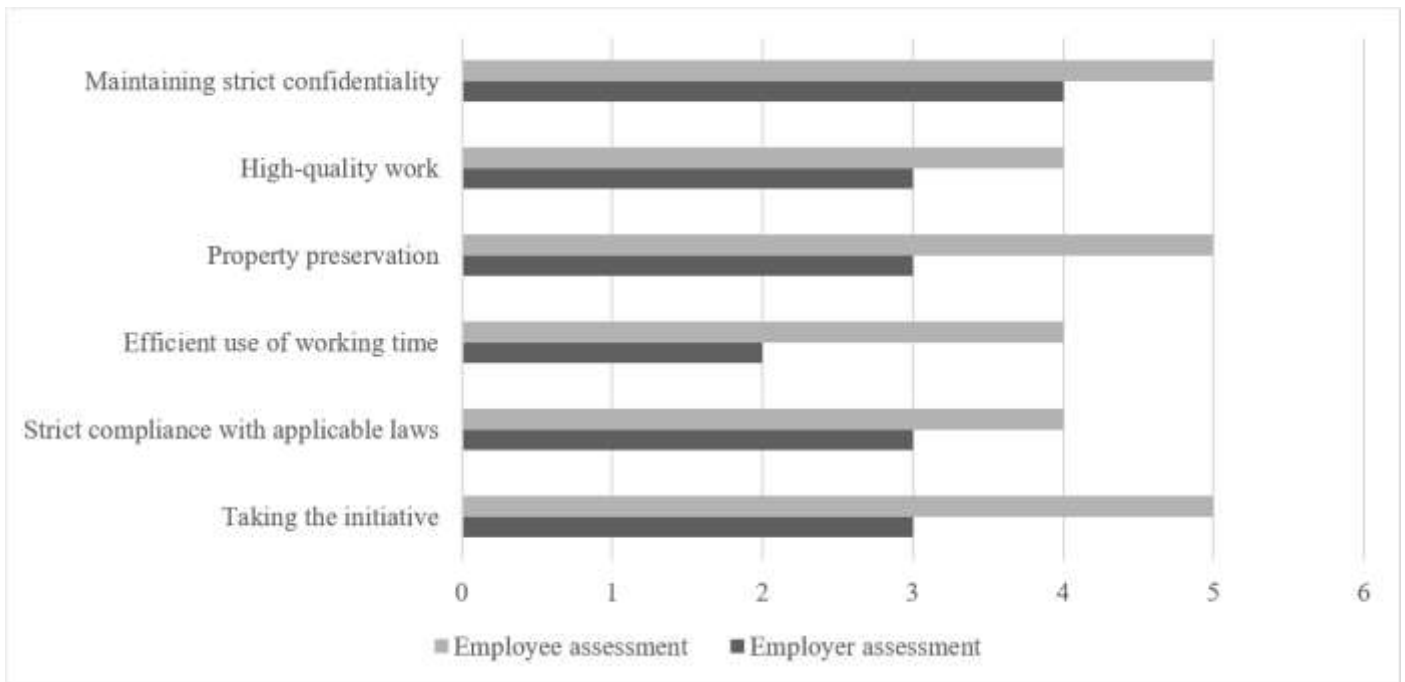
Scholars have identified various aspects demonstrating the labour discipline of employees:

- 1) Taking the necessary initiative when performing tasks.
- 2) Strict compliance with applicable laws, directives and rules at enterprises and institutions.
- 3) Efficient use of working time, avoiding any waste of time.
- 4) Safeguarding property and compliance with established production standards.
- 5) Striving for excellence by maintaining high-quality work.
- 6) Maintaining strict confidentiality concerning any state secret entrusted to them during their duties (Kruhlova, 2016).

On the part of the management, their compliance with labour discipline implies the following responsibilities:

- 1) Demonstrating exemplary behaviour in performing their duties and serving as a role model for their subordinates.
- 2) Creating an environment that is favourable to smooth work by providing all the necessary conditions (Diadyk, 2008).
- 3) Issuing clear orders and instructions to subordinates.
- 4) Monitoring the implementation of instructions and taking appropriate action, including rewards for commendable work and disciplinary measures when necessary.

The results of the analysis indicate that employees rate their labour discipline higher than their employers'. For instance, employees consider strict confidentiality (5 points), high-quality work (4 points), property preservation (5 points), efficient use of working time (4 points), strict compliance with applicable laws (4 points), and taking the initiative (5 points) to be more critical than their employers do. In contrast, employers consider all these indicators to be significantly lower. The primary discrepancies identified by employers pertain to the efficient use of working time (2 points), high-quality work (3 points), property preservation (3 points), strict compliance with applicable laws (3 points), and taking the initiative (3 points) (**Figure 4**).



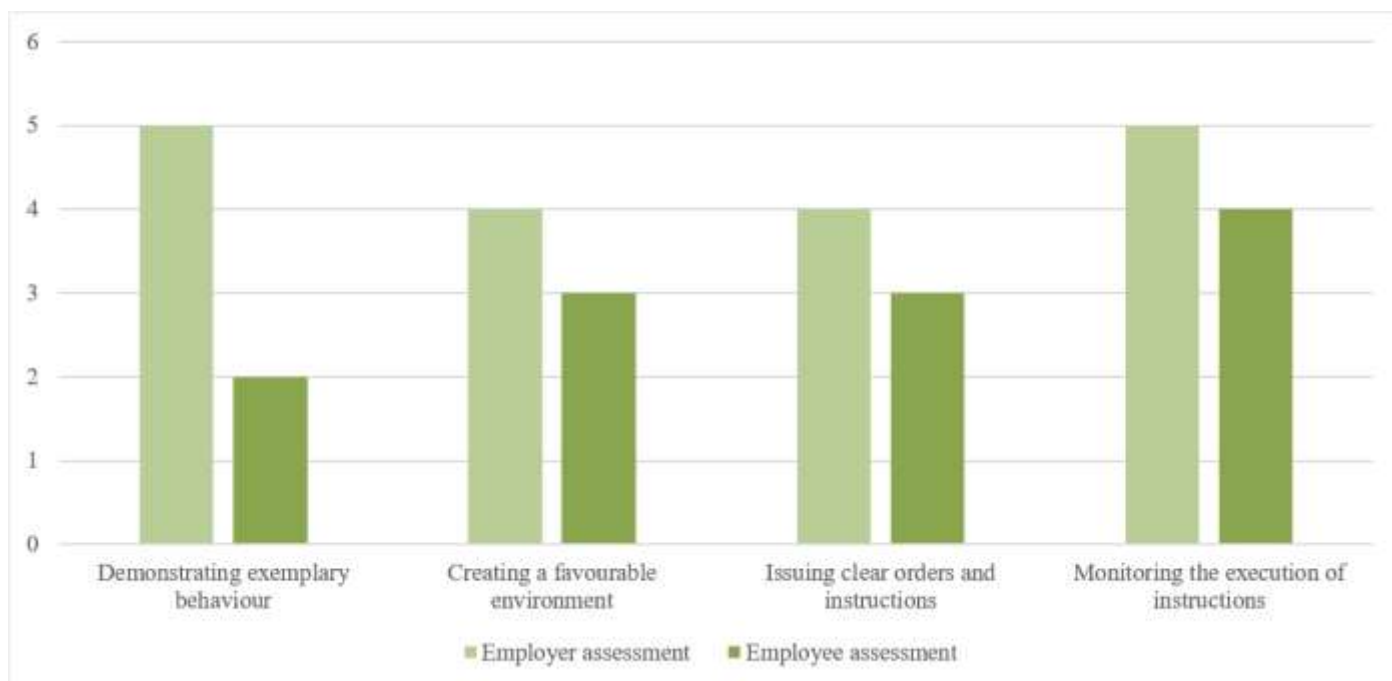
**Figure 4.** Assessment of employee labour discipline.

Source: compiled by the authors.

Consequently, the outcomes of the labour discipline assessment of employees at enterprises reflect the intricacy of evaluating each other as workers and employers. Concerning employees, the labour discipline assessment indicates employers tend to underestimate their productivity and ability to perform well. In particular, the efficiency indicator in employees' use of working time is notably low. This situation points to systemic flaws in personnel work and the need to identify appropriate monitoring and employee incentive mechanisms.

Conversely, when evaluating labour discipline in terms of employer behaviour, there are notable discrepancies in the representation of behavioural patterns and the level of control over the execution of instructions. Low scores in this context from employees indicate a lack of management attention to the problems and needs of the staff, which necessitates a thorough examination of methods for adhering to labour discipline.

Overall, employees' assessment of employers' labour discipline is lower than that of employers' self-assessment. Employees were assigned the lowest scores for demonstrating exemplary behaviour (2 points) and issuing clear orders and instructions (3 points). In contrast, employers rated these violations significantly higher, especially for demonstrating exemplary behaviour (5 points) (**Figure 5**).



**Figure 5.** Assessment of employer labour discipline.

Source: compiled by the authors.

## 5. Discussion

Supporting labour discipline in enterprises, institutions, and organisations involves several areas:

- establishing precise regulation of labour relations, as set out in collective agreements, contracts and individual employment contracts (Bilokha, 2023).
- introducing a motivation system to encourage employees to perform their duties properly, including providing bonuses, incentives and other non-monetary rewards (Kossek, 2022).
- promoting continuous personal and professional development among employees through vocational training and ongoing education (Prylypko et al., 2023).
- establishing effective communication channels between manager and employee to ensure clarity and understanding of expectations (Aleksieienko-Lemovska, 2024).

The common etymology of “oversight” and “control” implies that both terms monitor a particular object or subject. This dual interpretation often leads to confusion and a lack of clear criteria to differentiate these two concepts and the phenomena they denote. For instance, Salmanova believes that oversight is the observation of the actions of administrative bodies to ensure compliance with legal norms. She emphasises its role in assessing these actions’ legality, appropriateness, and parameters. However, this leads to equating the concept of oversight with that of control, diverging from their etymological roots. It should be clarified that oversight entails systematic monitoring to detect violations of Ukrainian labour legislation. It encompasses activities such as observation and evaluation of compliance with the requirements and provisions of the law by the subjects under supervision.

Innovative methods of personnel management, which are focused on ensuring labour discipline, differ radically from traditional approaches. As a result, they created a new management system focused on continuous staff development, investments in training, talent support, and the formation of new career models. These innovations are designed to enhance the role of the ‘human resource’ of the enterprise and optimise the management process, which can include changes in the organisational structure, the development of the professional level of staff, improvements in labour relations, increased staff motivation, and improvements in the moral and psychological climate in the team. Such changes contribute to ensuring an adequate level of compliance with labour discipline (Pysarenko et al., 2020).

In the context of intense competition, the importance of HR branding is heightened, as it ensures compliance with labour discipline, particularly in optimising staff costs. This non-price method attracts employees and ensures their effective utilisation of working time. This method aims to create a positive image of the company in the eyes of its employees by creating an attractive working environment, developing a corporate culture, providing opportunities for personal and career growth, and supporting and recognising employees’ achievements. Such an approach motivates employees to be more committed and disciplined in their work, thereby enhancing labour discipline in enterprises (Tatarevskaya et al., 2020).

In turn, team building, as a strategically oriented set of measures, contributes to creating a favourable internal environment, which becomes a fundamental prerequisite for stimulating the innovative potential of staff and increasing the organisation’s competitiveness in the market arena. The implementation of team-building measures is aimed at improving the consolidation of the team and forming a team that is resilient to risks and crises and capable of effectively achieving the anticipated goals. It is paramount to ensure the development of teamwork skills, which can be facilitated through active interaction and participation in specialised training, workshops, and psychological games. During these interactive events, participants are placed in unusual situations that encourage them to exhibit creativity, analytical thinking, and practical cooperation. Additionally, the participants learn to trust their colleagues and interact as part of a dynamic team, which increases the internal motivational background and ensures adequate labour discipline (Khalakhur, 2024).

Moreover, it is worth highlighting mentor-working as a new management method that combines mentorship and networking. This method is based on empirically validated models of successful behaviour and joint learning between partners, which facilitates the development of leadership potential through exchanging knowledge and establishing beneficial contacts. Mentorworking ensures labour discipline by developing skills and competencies through exchanging experience between employees and management (Pysarenko et al., 2020).

Furthermore, it is crucial to acknowledge the efficacy of grading in fostering labour discipline within enterprises. Grading, as a system of evaluation and reward for personnel, can ensure high labour discipline within enterprises. Its implementation creates incentives for employees to improve their skills and enhance their qualifications, thereby contributing to the elevation of their professional competence. One of the critical aspects of grading is that it makes the system of evaluation and rewards more transparent and fair for all employees. Establishing clear criteria for

determining wages and career growth helps to avoid distrust and conflicts within the team, which in turn has a positive effect on the overall climate at the workplace and supports labour discipline. Therefore, grading provides an independent assessment of employees, justified by their skills and performance, which facilitates an objective determination of employee effectiveness and suitability for their positions. It, in turn, acts as a factor in maintaining labour discipline and stimulating further development within the enterprise (Lobza et al., 2021).

Comparing the theoretical and practical results of this study with scientific developments in the field of labour discipline, it is worth noting that, unlike previous scientific studies in this context, this research highlights the necessity for the synergy of optimising working conditions and ensuring strict legal regulation of labour discipline. This concept involves the development of effective incentive mechanisms and the establishment of trust between employees and employers, which are seen as necessary prerequisites for improving labour discipline. In other words, the influence should shift from methods of coercion and restriction to tools of effective motivation, allowing the norms of labour discipline to be integrated into the work process as an organic component rather than an additional restrictive burden on the employee.

## **6. Conclusion**

The state's policy on the supervision and control of compliance with labour discipline is of great importance for the stability and safety of organisations. Based on an analysis of the various stimuli and methods used to maintain labour discipline, it was determined that the effective implementation of these measures requires not only active internal control by employers but also the attention of state authorities.

Among the various methods employed to ensure labour discipline, the most effective are economic and organisational methods, as they contribute to forming work motivation among employees and ensuring proper conditions. However, it is essential to consider that maintaining labour discipline requires a comprehensive approach and consideration of socio-economic conditions.

The results of the assessment of labour discipline in enterprises indicate ambiguity in the evaluations of workers and employers of each other. Workers' evaluation of labour discipline suggests employers underestimate their productivity and ability to perform their work qualitatively. It is particularly evident in the indicator of the effectiveness of workers' use of working time, which is notably low. This situation indicates systemic shortcomings in personnel work and the need to identify relevant monitoring and employee stimulation mechanisms. According to the workers, the higher scores were awarded for maintaining strict confidentiality (5 points), high-quality work (4 points), preservation of property (5 points), effective use of working time (4 points), strict adherence to current laws (4 points), and demonstration of necessary initiative (5 points). It is important to note that the primary deficiencies identified by employers are the effective use of working time (2 points), the production of substandard work (3 points), the preservation of property (3 points), strict adherence to current laws (3 points), and the demonstration of necessary initiative (3 points).

In contrast, when assessing labour discipline regarding employers' behaviour, the ratings were significantly different regarding demonstrating exemplary behaviour and

monitoring instruction compliance. Low ratings for behaviour and control from the employees' side indicate an insufficient focus on the problems and needs of the staff by the management, which requires a profound analysis of the methods of compliance with labour discipline. The workers' evaluation of employers' labour discipline is lower than that of the employers themselves. The lowest ratings were given by workers for the demonstration of exemplary behaviour (2 points) and the issuance of clear orders and instructions (3 points). However, employers rated these violations significantly higher.

During the research, particular attention was paid to innovative methods of personnel management, such as HR branding, team building, mentoring, and grading. These approaches allow the creation of a radically new management system oriented towards compliance with labour discipline, aimed at the continuous development of staff, and supported by employee motivation.

The study proposes a methodology for the systematic implementation of innovative personnel management methods to ensure labour discipline in enterprises. These methods include HR branding, team building, mentoring, and grading, based on the belief that these approaches can create a fundamentally new management system to maintain labour discipline and develop professionalism and motivation among staff. The study's findings possess practical value for managers and executives aiming for the practical optimisation of labour discipline within a company. Additionally, they can serve as an additional guide for the direction of scientific research within the outlined concept.

**Author contributions:** Conceptualisation, OK and LM; methodology, OK; validation, LM; formal analysis, LM; writing—original draft preparation, OK; writing—review and editing, LM; supervision, OK; project administration, OK. All authors have read and agreed to the published version of the manuscript.

**Conflict of interest:** The authors declare no conflict of interest.

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