

**THE EFFECTS OF DISCIPLINE IN ACHIEVING ORGANIZATION
EFFICIENCY A CASE STUDY OF JOS SOUTH LOCAL GOVERNMENT
COUNCIL**

BY

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**BEING A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
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DECLARATION

I hereby declare that this project has been written by me and is a report of my research work. It has not been presented in any previous application for Postgraduate Diploma in Public Administration. All materials used outside the primary source have been fully acknowledged by means of references.

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CERTIFICATION

This is to certify that this project titled **“The Effects of Discipline in Achieving Organization Efficiency: A Case Study of Jos South Local Government Council”** Meets the requirements governing the award of Postgraduate Diploma in Public Administration, Faculty of Administration Nasarawa State University, Keffi, for its contributions to knowledge and literary presentation.

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DEDICATION

This research work is dedicated to God Almighty who has been the brain behind my success in life to my husband Mr. Nansel N. Nankat.

ACKNOWLEDGMENTS

I am very grateful to God Almighty for giving me the wisdom and ability to successfully execute this project to its logical conclusion.

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ABSTRACT

Organizations, in any context are made up of group of people and individuals who are interdependent and work together to achieve organizational goals and objective which is made possible by discipline as such, making discipline very essential for a healthy industrial atmosphere and achievement of organizational goals. Generally, the study is designed to determine the factors responsible for the indiscipline in Jos south local government staff. The work adopted a survey method in assessing the Effects of Discipline in Achieving Organization Efficiency. As the instrument of data collection, oral interview and research questionnaire were used. The analysis of the questionnaire was done based on percentages, allowing the greater or less than factor to influence the judgment gotten from the responses. After which it was discovered that majority of the personnel do not work in Jos south local government council, also, the staff and workers contribute to the challenges face in adopting disciplinary measures as well as some of the challenges encounter in the organization includes absenteeism, lateness to work and leaving before closing hours and lack of moral conduct. Based on the followings, the work suggest that the management of the Local Government should offer their personnel a better and befitting package which will motivate them to work in Jos south local government council, also, the staff of the organization should be properly check mate as their inefficiency contributes to the challenges face in adopting disciplinary measures whereas, the management of the organization should looked into the various challenges encounter in the organization which includes absenteeism, lateness to work and leaving before closing hours, lack of moral conduct which has affected the organization in other to improve effectiveness of the local government by doing this, it will make the local government more functional and reliable so as to allow members feel its existence.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations, in any context are made up of group of people and individuals who are interdependent and work together to achieve organizational goals and objective. Therefore, there is need for daily interaction with one another to fulfill job roles and contribute effectively to the organization. However, every individual enters the work place with his or her own unique abilities, attitude, values and perceptions, and this can be a source of conflict in any organization Knight &Ukepe, (2014). In the same vein, in a formal organization of establishment, as a result of conflicting interests and acquisitive nature of some people, the behavioral attitudes of such people is deviant from the ethos, rules and regulation of the organization.

A fair degree of predictable behavior is needed from individuals for the achievement of organizational goals and objectives.

One of the means in ensuring social behavior, progress and effectiveness in an organization is discipline. Where there is no proper disciplinary procedure for erring officers there will be a dislocation of effective organizational functionality.

Discipline in an organization ensures productivity and efficiency. It encourages harmony and co-operation among employees as well as act as a morale booster for

the employees. Decenzo and Robbins (1983) define discipline as the conditions in the organization where employees conduct themselves in accordance with the organization's rules and standards of acceptable behavior. RedekerJ(1983) mentions that discipline aims to create and maintain mutual respect and trust between management and the employees. He further notes that discipline may have a long cost to the organization if it is not well managed and these includes legal costs, time lost in preparing cases, reduction in productivity and expense associated with replacing staff.

Discipline is very essential for a healthy industrial atmosphere and achievement of organizational goals. Various management mechanisms can be manipulated in the organization which includes positive and negative reinforcement of expected behavior in an organization. Organizations can do this through the use of the employment code of conduct, rewarding good behavior, punishing undesirable behavior and other indirect methods of putting trust among employees.

The organization should be concern with self-discipline, group discipline and efforts should be aimed at keeping the staff always inline with the organizational goals. Brambet (1961) views discipline as orderliness, that is opposite of confusion. He further explains that, discipline does not mean strict technical observance of rigid rules and regulation. It simply means working, cooperating and

behaving in a normal orderly way as a reasonable person would expect an employee to do.

It is impossible to attain the organizational goals without the involvement of disciplined employees. Employees play an important role by adopting the policy, rules, guidelines and process set by the organization. If employees maintain the discipline, there will be reduction in labor cost as a result of which organizational goal can easily be attained as it ensures the appropriate utilization of human resource. But when discipline is not maintained there can be conflict between employee and employee, employee and management which will affect other aspects. It will also cause reduction in productivity, reduction in credibility, low performance level may prevail.

The benefits of discipline can be good work condition, standard job performance, establishing good relationship and many more.

1.2 Statement of the Problem

It is fact that every organization is faced with problems of discipline which has adverse effect on the productivity and efficiency of the organization. For decades now many organizations are still grappling with efforts to overcome certain ills or cankerworms which have continuously constituted immense danger to the growth of the organization.

The Jos south local government council is harassed with the problem of inefficiency, disrespect for law and order, nepotism and favoritism, bribery and corruption, attitudinal problem and lots more. The Jos south local government as a subset of public service is not immune, this shows why there is insufficient and ineffective leadership and staff supervision and control. And the result of this has brought about lack of commitment to the goals and objectives of the organization.

Bias delegation of authority by some senior officers has also affected the organizations effectiveness and discipline.

As a result of these many deviant characteristics it brought about the enactment of anti-corruption laws and anti-graft agencies to eradicate or reduce the rate of indiscipline, corruption and other vices. But despite all these it appears that most organizations including Jos south local government are still facing the problem of indiscipline. It varies in forms such as absenteeism, carefree attitude at work, leaving the office before closing hours, coming late to the office, stealing government properties and many others. And these has affected the organization adversely, promoting indiscipline on staff performance and organizations effectiveness. It is in consonance with the foregoing that, this work intend to find out, what are the factors responsible for the indiscipline in Jos south local government staff.

1.3 Research Questions

- i. What are the possible approaches in managing discipline for achieving organizational efficiency?
- ii. How will discipline help in achieving organization goals?
- iii. What are the challenges faced when adopting the principle of discipline in an organization?
- iv. Why is discipline considered for the management and staff of Jos south local government council?

1.4 Objectives of the Study

The main objective of this study is to find out the factors responsible for incessant indiscipline in Jos south local government staff. The specific objective is to;

- i. Identify disciplinary procedures, challenges and achievements in this organization.
- ii. Examine how discipline can improve performance.
- iii. To ascertain possible challenges faced in achieving organization goals.
- iv. To ascertain the extent to which discipline and indiscipline has influenced the performance of the workers in Jos south local government council
- v. Analyze the cause of indiscipline in Jos south local government council.

vi. To be able to proffer possible solutions to the problems associated with discipline and its effect on organization.

1.5 Significance of the Study

This study is significant as it will expose the minds of individuals and organization on the need for discipline and it will bring to the knowledge of the organization how to implement discipline to suit the working environment. This research will also create an avenue for interaction between the researcher and management of the organization. This research will bring to light the relationship between the employer and the employee. Also, it will be of a benefit to the students of public administration further research as well as the Jos south local government council.

1.6 Scope and Limitation of the Study

The scope of this study is precise and specific; the study will cover Jos south local government council to find out if discipline helps in achieving efficiency in an organization.

1.7 Operational Definition of Terms

Effect: This refers to the result or outcome of a cause

Discipline: A systematic method of obtaining obedience or a controlled behavior.

Achieving: To succeed in something or to obtain or gain desired result.

Organization: A group of people or other legal entities with an explicit purpose and written rules.

Efficiency: The quality of producing an effect or effects.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter deals with reviewing of related literature, that is theoretical and conceptual frame work of the study. Indeed, it is the center of the research work which will involve the use of various authorities and group of intellectuals. The chapter also deals with comprehensive explanation about everything on the research work.

Though many scholars, writers have argued on the concept of discipline in achieving organizational efficiency as a parameter for testing or assessing the level of productivity of and workers to enhanced effectiveness in an organization with combination of human and material resources. The researcher intended to review literature that are related to the topic under research on issues concerning the effect of discipline in achieving organizational efficiency will equally be highlighted.

Discipline is a concept that is found almost at every sphere of human endeavors such the organizations, institutions (academic or otherwise) Churches, Mosques, family circle and even the society at large. Discipline can be seen as ethical issue generally, but from the organizational point of view it is practiced in order to make

the organization work according to the laid down rules and regulations which inturn helps in the achievement of organizational goal and objective.

2.2 The Concept of Discipline

According to Oxford Advance Learner Dictionary defined discipline as the practice of training that people to obey rules and order or regulations and punishing them if they do not; the controlled behavior or situation that results from this training. The school has a reputation for high standards of discipline morale.

Henry Fayol who equally belongs to Administrative Scientific Management School, he his fourteen Principles of management for achieving organizational efficiency maintained that discipline is the one of the cardinal point for managerial efficiency and effectiveness that organization most adhere the rules of engagement by following the disciplinary process or procedure as well.

According to Brambell (1989) defined discipline as orderliness the opposite of confusion. It is fundamental required of the people working together in an organization Discipline plays the role improving on staff performance since it places certain restriction onworkers' behavior and set a standard to be followed by individual worker in the organization.

Most workers perceive discipline as a measure for punishing them against any act of misconduct but superior officers in organization sees discipline as a tool for

ensuring are kept and maintained in the organization. Discipline is usually seen as conscious effort aimed at remolding the character of workers incline with task performance discipline is vital and most importance to manager's supervisors and the organization: it motivate the average workers to restraint him/her self from certain rude and disloyal conducts in the organization.

Discipline as it relates to personnel practice is synonymous with punish, chastise chasten enforcement of rules and regulations.

According to Joseph, E (1993) maintained that discipline is concerned, it should do with the information of the mind. In his words discipline is the training especially of one's mind and character to produce self- control and habit of obedience". This obedience to some extends is one's older office boss, common man on the sheets at petrol station, market place or that of parents to children and vice –visa. Therefore, discipline in an organization is both ethical and moral issue". It is obvious therefore, that the individual members of any organization to a large extend have some responsibilities to perform as well the colleagues, even outsiders and above all to the organization they belong.

Ponkar, B (2003) referred to discipline as" one or the other best tool to be employed by all organizations of efficiency is to be attained in terms of output. According to him" output/productivity cannot be realistic in both short and long

run” with reasonable input with the resultant effect on output “. Therefore, it is pertinent and obvious that every organization must ensure discipline of both human and material resources in its goals and objectives as be measured in terms of efficiency. Abdul-Aziz, Y (2010) views the tendencies of discipline selecting from morality. stressed that” discipline in itself cannot be forgotten without moral standards set in every sphere of life, potential only the home and place of worship”. According to him, was” much as efficiency is effected for productivity in an organized manner, then discipline must be instilled or put in place”. Furthermore, one will be left with no don’t that discipline morality hand-in-hand. Yaro, H (2006) in his management though” is of the view that for effective prudent management for an organizational goals and objectives to be met, all persons charged with various responsibilities within the organization must be disciplined”. Once such discipline is place certainty there must be efficiency hence organizational goals are achieved.

2.3 What Informed or Triggered Discipline In Public/Civil Service Setting

The following are factors that contributed to discipline

- i. **Misconduct:** This is the process of mis-behavior of personnel in an organization and act of wrong doing or improper way which involved the process of investigation and proved such includes the following:
 - a. Engaging in trade or business without authority

- b. Improper dressing to office or while performing official functions
- c. Hawking merchandise
- ii. **General Inefficiency:** this consists of series of omissions or incompetence the cumulative effect of which shows that the officer is not capable of handling or discharging efficiently the duties of the officer he holds.
- iii. Prejudicial to the security of the will warrant the officer involved to be subjected to the normal disciplinary measures.

2.4 Theories of Discipline:

Organizational discipline involved alot of varies of theories among some are:

- i. **Theory fairness:** Gilbert (1985) observed that fairness requires that punishment should be proportionate with the offence in practice; most leaders ten to apply a limited number of disciplinary actions.
- ii. **Oral Reprimand Theory:** As argued by Glibert that the most common and least several forms of theory of discipline is the oral reprimand. Its intention is to communicate to employees in a mature way, matters of fact, and believable manner of behavior in question.
- iii. **Job Transfers Theory:** Lee (1985) observed that sometimes – transferring employees to less desirable posts (not necessarily less earning) or shift serve as sufficient punishment for misconduct.

- iv. **Written Reprimand Approach:** This when oral reprimand is unsuccessful, a leader may strengthen. It by putting it in writing one copy to the offender one for the file for future reference. In some cases, an offender is required to sign the letter of warning and is put of progressive discipline.
- v. **The Application of Theory X and Y:** as argued by and observed by Douglas MacGregor theory X and Y theory (traditional) manager believe that people work mainly for money and status require close supervision when organizational discipline break down management take appropriate actions. According Douglas MacGregor was the reflection of theory X was the opposite side of the other.

2.5 Procedures or Steps in Making Workers More Discipline:

According to Nnadu (1992) in his book entitled the foundation for effective discipline in the commitment of employees to be productive and to following unacceptable behaviors in only minor aspect of maintaining organizational discipline Strauss etal (1980) feels that discipline is required only when other measures have failed suppose you have clearly instructed an employee in or her duties, have listen to his problems, have tried to help to better, and have tactically criticized his performance, yet he fails to meet the organization set standard. In connection to these, the following are itemize as it steps namely:

- a. **Effective Motivational system:** Richard (1975) as observed that in a well-disciplined organization employees are given positive incentive to be productive and live by the rules self-disciplined employees who are highly productive punctual, observant of work rules.
- b. **Awareness of the Rules Will Be Enforced:** According to Bola” (1978) argued that employees are more likely to conform to an organization standard. If they are confident they will be punished for failing to accomplishing the task.
- c. **Necessary Rules and Regulations:** According to Graham et al or Associates (1992) asserted that rules once they have served their purpose should be thrown out” rules should make sense to the employees to whom they apply. According to him that if rules related to disciplinary action, they should be reviewed from time to time.
- d. **Careful Selection of Employee:** According to Diejomoh e tal (1998) argued that selection practices (something which occurs long before discipline becomes an issues) are significant in determining how an organ will function. Selection.

2.6 Guidelines for Effective Organizational Discipline

According to Ejiogor et al (1989) asserted that an employee's immediate superior is usually the one must directly involve in taking disciplinary action other persons may be involved if the discipline action is as serious as a discharge.

Arthur et al (1995) further suggested some of the effective discipline.

- a. **Preparation:** It is explained that impulsive discipline is seldom advisable; hence preparation for discipline will minimize the possibility of impulsive and /or ill-advised action in ensuring that such action taken is fair and achieve its purpose. Preparation is important because managers are called to defend their action
- b. **Immediately:** Bush (2000) once said, should punishment be served soon alter ward infraction is done, then it is appropriate to say justice is served in effective manner'.
- c. **Certainty: Towers** (1992) observed that the certainty of punishment is more important than the severity. Certainty means there is a high probability that an offender will be caught and punished appropriately; that is the employee view that probability.
- d. **Knowing the Rules:** Radall (1984) asserted that punishment is normally viewed as unjust by the offender arbitrators and by courts it presents a major

change in policy without warning; example, take a new administrator who makes the mistake of reversing a tax policy of a predecessor without notifying subordinate of the change.

- e. **Objectivity:** Johnson (1981) asserted that difficult as it may be close friends, well like subordinate should be dealt with as if no affectional bonds exist even though such individual may feel resentful and aggressive. Employees are generally aware of a manager's personal feeling for subordinates (positive or negative) and are highly sensitive to expression of bias in either direction. This is to ensure a clear define terms of work and objectives.

2.7 Ethical Issues in Discipline:

It is true that the concept of ethic is not easily defined, but it can simply be considered as the differences between good and bad behavior. The Oxford Advance Learner Dictionary of current English, 5th edition defined ethic" as a system of moral principles, rules or conduct on a branch of philosophy" therefore the rile of ethic makes one or the society a disciplined person or the environment. Corruption which results to an act of indiscipline various widely. Its concept generally involves personal gains on the part of office holders. Corruption results to indiscipline are not withheld. Therefore, it is every common in government institutions both federal, state or local government institutions, be result of this both government and companies as well as individuals adopt status an ethic codes

of classify for employees that each activities should be avoid so as at large prominent among the codes for the promotion and maintenance of discipline include:

- a. Use of public office for private or personal gains
- b. Use of either government or company prosperities such as vehicles, stationary etc. for personal needs
- c. Using one's position as an instrument of victimization or favor at the expense of others or public interest.

2.8 Causes/ Problems of Discipline In An Organization

Wayne (1989) has identified the following possible causes of disciplinary problems or predicaments in organization as follows:

- i. **Aptitude and abilities:** Wayne (1989) explained that discipline problem due to aptitude and abilities arise from inadequate mental ability, poor common sense of hucigernent, adequate verbal abilities, inadequate qualitative abilities inadequate special aptitudes and physical limitations,
- ii. **Environmental Factors:** Blanchard et al (1981) noted that external factors can affect the individual but within his work environment include.
 - a. Poor Employees placement

- b. Negative influence of peers
- c. Vague productivity requirement (no specific)
- d. Poor motivational system.
- e. Vague productivity regulations

iii. Knowledge and Skills

Lawte (1987) asserted that the following constraints can cause disciplinary problems

- a. Inadequate specialized education
- b. Inadequate general education
- c. Inadequate knowledge requirement.

2.9 The Concept of Organization:

Organization seem to understand the role and interaction of individuals in certain community and how it influences the direction for the generality of the public with members of various groups that come together to form an organization. Administration involves co-operative efforts of different people in achieving some organizational objective, this is because the cooperate of organization as a body can be over quantified. According to (Harpreet Kaur 2003) Ph.D., suggested various meaning to the definition of the concept organization:

- a. That the term organization is the act of designing the administrative structure
- b. That both designing and building the structure, i.e, planning the scheme of the structure and appointing suitable personnel to it,
- c. The resulting administrative structure itself.

Some thinkers want to confine the use of the term organization to the first of these meanings only in the interest of clarity and definiteness. Organization arise for the attainment of some purpose or goals. Some persons feel that a new organization is needed for getting something important done and they set about the task of establishing it. This is so, because every aspect of our life from childhood to adulthood is influence by many factors such as political, social, economic, and environmental factors either directly or indirectly. Organization in these context means organized system controlled by rules and regulations. It means organization is important and the fact we cannot neglect. According to Margaret A.Ogun dare (2005) an organization is often defined as the coming together of people to work for common goals. Employees in an organization are usually grouped into various levels or hierarchies of authority and the different jobs they do are also grouped into areas of specialization working together towards the organizational goals. According to J. C Denyen in his titled office Administration (1976) Is a frame work within which people act; it involves the

management of staffing and allocation of duties”. To organize means to arrange the structure to that the whole worker will work as one integrated body.

2.10 Importance of an Organization

- (i) Organization help to mold attitudes and helps in persuading, convincing and influencing behavior.
- (ii) It helps to orient people to physical and social environment. This is so, because without orientation, employees and managers would be unable to place themselves properly in their organization.
- (iii) Organization contributes immensely to the success of an enterprise in many numerous ways as the backbone of management through the coordination and effective handling of human and material resources.
- (iv) It ensures effective communication, growth and diversification, optimum use of technological innovations and optimum of utilization of resource.
- (v) It facilities the smooth flow of work as well define responsibilities and avoiding overlapping of duties.

2.10.1 Types of Organization:

Basically, organization are classified into two namely

- i. **Formal Organization:** this are as those considered as entity with legal right to sue and can be sued. Therefore, formal organization have rules and

regulations that guide the behavior of its members e.g the management with a well define.

ii. **Rules and regulations and corporate bodies and obligation:** Formal organization can view through the following component of the internal structure namely:

- a. Human component: this deals with the employee and employers
- b. Management component: that information unit
- c. Technical component: how to produce goods and service.

iii. **Informal Organization:** the informal organization arise outside of the formal organization; therefore, they function within the formal organization. There is no law that establishes the informal organization on like in the case of formal organization. They are mostly interest groups without the requirements of formal organization. Most case, they lack of formal organizational structure e.g Trade Union, Association etc. Therefore, organizations are social system with recognized needs, aspiration and defined objectives. This mean that the central unit of any organization is through the following bodies:

- a. The management
- b. Machinery
- c. Human process.

2.10.2 Principles of an Organization:

The principles are guidelines for planning an efficient organization structure.

Below are some of them;

- a. **Determination of objective:** The objectives of the organization influence its structure, so they must clearly be defined for the entire organization for each department and each position officer.
- b. **Division of work:** this is also called division of labor, this means clearly definition of positional responsibilities in accordance with every specialization and how such tasks are carried by specialized.
- c. **Definition of Job:** Every position in the organization should clearly define the nature of job and schedules of duties of every employee and the employee in turn should be able to communicate his schedule of duties in the organization.
- d. **Span of Control:** No supervisor or superior should be required to supervise more subordinates than he can effectively manage because of limitation of time. That is the number of subordinates working in an organization.
- e. **Continuity:** The organization should be so structured as to have continuity of operations.
- f. **Delegation of Authority:** Adequate authority should be delegated to the subordinates for carrying out the jobs assigned to them.

However, note that all the source of information for this research was derived or gotten from various approaches such as used of text books written by different authorities in fields of specializations, Magazines, newspapers, journals, past research findings works, used of monographs, used of internet and institution Library e.t.c.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Indiscipline has no doubt been one of the causes of inefficiency in organizations; it is also a fact that many organizations have the problem of tackling indiscipline among its workers. Some of this form of indiscipline includes absenteeism, leaving the office before closing hours and many more. This research work seeks to find out the causes of this indiscipline and how well to tackle the problem.

At this point, it is important to note that scientific research has a method of data collection processed and analyzed. Gerald Mulbun describe research as a procedure, scheme, algorithms used in research. It is also systematic way of solving a problem.

The appropriate method selected will ensure the success of the work as it covers the aspects of the effect of discipline in an organization. This study will draw data from the Jos south local government staff.

3.2 Research Method

Research method creates the foundation of this research work. It indicates the various approaches to be used in solving the research problem of indiscipline in

organizations and sources and information related to the problem. The design will help perform the chosen task easily and in a systematic way.

Therefore, based on this study, the research method used for collecting the required information is survey which will enable the researcher use questionnaire to sample the views of the respondents. The researcher will distribute the questionnaires on a face to face basis and draw its conclusions based on the response gotten from the questionnaires.

3.3 Population, Sample and Sampling Technique

A population refers to several people in a geographical location or area like state, local government or country. The total population for this study is 311,371. A population of a study refers to a small or large number of people who have a certain or common characteristics. This population share a common attribute on which this research is centered. So therefore, the population for this research work consist of workers at the Jos south local government council and civil servants around Jos south local government area. This selected population are directly linked to this study by what they do.

Sampling technique is a method of selecting samples from a population that ensures a satisfactory degree of unbiased representation. In this study, probabilistic sampling technique will be used, this is so because it will provide opportunities for

everyone's participation. And it will also eliminate any outcome that will affect the study. The population will be sampled using the stratified sampling method to avoid being bias.

A sample size is selected from the population for actual investigation. A total number of 200 (two hundred) respondents are drawn from Jos south local government council, students and workers from other organization within Jos south local government area, cutting across age and occupation, to cover part of the entire population. And, having knowledge about the topic. 200 respondents are needed because a survey requires a large number to represent the entire population.

3.4 Method of Data Collection

For the purpose of this research study, data were collected from two main sources which are primary and secondary source of data.

Primary Sources

Primary data for this research where sourced from the questionnaire administered to the staff of the Jos South Local Government area in addition to the oral interview conducted with some of the staff of the Local Government as well as personal observation.

Secondary Sources

Secondary data were sourced from different textbooks, newspapers, magazine, journal annual reports and seminar papers. Added to these were pamphlets gotten from the Local Government which have some information on the topic of study. The secondary data therefore provided the data for review of literature and formation of the theoretical framework of the research.

3.5 Procedure for Data Analysis and Model Specification

Data analysis is collecting and organizing of data so that a researcher can be concluded. For this study the suitable method for data analysis is the quantitative method, and a survey will be carried out in Jos South Local Government area. Simple percentage will also be used to describe the demographic characteristics. Furthermore, research questions will be used to form questions on the questionnaires that will elicit response. The questions will consist of close ended and open ended questions to avoid bias of any form.

The purpose for this research work is to find out the factors responsible for indiscipline in organizations using Jos south local government council as a case study. To achieve a result the researcher intends to go on a survey at Jos south local government area. A questionnaire will be distributed to workers of Jos south local government council as well as workers outside Jos south local government

council. The distribution will be done on a face to face basis and the data collected will be used to ascertain why there is continuous indiscipline in organizations. After which the data will be analyzed in a tabular form. The confirmatory model will be used to analyze data, using the percentages, tables and figures to make final conclusions.

3.6 Justification of Methods

The method for data analysis in this research work is the quantitative method, and quantitative method typically explores specific and clearly defined questions that examine the relationship between two occurrences, where the second event is the consequence of the first event. The researcher employs the use of quantitative data, through survey and questionnaires that are carefully developed and structured to provide you with numerical data that can be explored statistically and yield a result that can be generalized to a larger population. Also, the quantitative method gathers evidence that allow reasonable conclusions to be reached as to whether or not a particular treatment causes a particular result.

3.7 Summary

This chapter contains the method used to collect and analyze data. It also presents the research plan and how it will be executed. This chapter will help the researcher have a sense of direction.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter forms the body of the research work; it is essential for understanding the result from the survey carried out by the researcher. Also, this chapter will give us an insight on how discipline can help in achieving organizational goals. And to understand what causes indiscipline in organizations has been our guide through this research work. A well-structured questionnaire was properly analyzed to help in the findings of this research work and find out some of the challenges face in adopting the principle of discipline.

4.2 Historical Background of the Study

Jos south local government council area has its headquarters located in Bukuru curved out of the then Jos local government area. Jos local government council was created in September 1999 by General Ibrahim Babangida's military administration, having what is known to us now as Jos North and Jos south local government areas.

Bukuru was chosen then as council headquarters because of its central location and its economic and social relevance to the people of the area. Later, October 1 1996 the General Abacha's administration further split the local government area and

bringing forth Jos east out of Jos south. The Jos south local government council is located at Bukuru which is about 15kilometer from the state capital which is Jos township. The council area is surrounded by Jos north local government to the north, Jos east to the east, BarkinLadi to the south, Riyom to the west and Bassa to the north east. The major settlers in Jos south are the Berom people of plateau state, but other tribes from all over Nigeria settled in the area due to its mining activities of the early 1900s.

Jos south occupy a land area of 1993 square kilometers, it has four districts namely Du, Gyel, Kuru, and Vom. Jos south local government area has a projected population figure of 311,371. There are twelve political wards spread among the four district and each represented by councilor at the local government legislative council.

Economic activities had been high in Jos south local government area since the colonial era, due to the pre-oil boom mining activities which also attracted people of diverse ethnicity, and economic interest who came and settled in Bukuru and other suburbs in search of greener pastures.

Two of Nigeria's highest policy and research institued are both situated within Jos south in Kuru and Vom. They are the national institutes for policy and strategic studies (NIPSS) Kuru and the national veterinary research institute Vom (NVRI).

Similarly, the national headquarters of the industries training fund (ITF) is in KufangMaingo road of Jos south. The governor's office and government house are in Rayfield also in Jos south. And a lot of other important government parastatals and schools such as Nigerian remote sensing center, Nigerian television college, Nigerian police staff school and many more.

The local government structure as stipulated in plateau state law No1 of the 1999 established a political structure for all local government councils in the state where they are to operate according to the presidential system of government, having an executive arm and legislative council.

The overall head and chief executive of the local government council is the executive chairman, assisted by the deputy chairman with Departments over seen by supervisory councilors.

4.3 Data Presentation and Analysis

The instrument used for data collection was questionnaire, which was divided into two segments, section A contains demographic data which includes age, sex and occupation while section B contains ten (10) structured, standardized and constructed questions which will allow respondents comment and share their thoughts on the subject matter of investigation.

About 200 questionnaires were properly administered within Jos south metropolis, which cut across the various sex and strata of the populace.

Out of two hundred (200) questionnaires distributed, a total number of one hundred and ninety-six (196) were properly filled and returned. Therefore, the analysis is based on the response of one hundred and ninety-six respondents which is practically shown below.

Data Presentation

Section A (Demographic Data)

Table 4.1: Age of respondents

Age	Frequency	Percentage (%)
18 – 29	32	17.4
30 – 44	60	32.6
45 and above	92	50
Total	184	100%

Source: Field Survey, 2017.

The table covers the age categories, 18 – 29 has a frequency of 32 respondents and percentage of 17.4%, age 30 – 44 has 60 respondents with a percentage of 32.6%, age 45 and above has 92 respondents representing 50%. Making a total of 184 respondents and 100% participation.

Table 4.2: Sex of respondents

Gender	Frequency	Percentage (%)
Male	102	55.4
Female	82	44.5
Total	184	100%

Source: Field Survey, 2017.

From the table, we have a total of 102 male respondents making 55.4% of the respondents while the female respondents were 82 making 44.5%. Thus, the gender of the respondents show the participation of both male and female respectively. The table shows visibility of both respondents in the study.

Table 4.3: Occupation of respondent

Occupation	Frequency	Percentage (%)
Student	59	32.1
Worker	115	62.5
Others	10	5.4
Total	184	100%

Source: Field Survey, 2017.

Table 4.3 shows the occupational status of respondents. On the table 59 respondents representing 32.1% are students, workers are 115 respondents

representing 62.5% of the sample population. Other respondents were 10 representing 5.4% of the population.

Table 4.4: How often do you go to work?

Category	Frequency	Percentage (%)
Not at all	9	4.9
Once a week	16	8.7
Twice a week	12	6.5
Three times a week	48	26.1
Every working day of the week	99	53.8
Total	184	100

Source: Field Survey, 2017.

From the table, It shows that 9 respondents making 4,9% of the population admitted they do not go to work at all, while 16 of the respondents making 8.7 of the population agreed they go to work once a week. Another population of 12 and 48 respondents making 6.5% and 26.1% admitted they attend work twice a week and three times a week, while 99 respondents making 53.8% go to work every day of the week. This shows that majority of the respondents go to work.

Table 4.5: Do you work in Jos south local government council?

Category	Frequency	Percentage (%)
Yes	74	40.2
No	110	59.8
Total	184	100

Source: Field Survey, 2017.

The table above shows that 74 of the respondents making 40.2% of the population works in Jos south local government council and another population of 110 making 59.8 % do not work in Jos south local government council. The data suggest that more than half of the population do not work with Jos south local government council.

Table 4.6: Do you think discipline can help achieve organizational goal?

Category	Frequency	Percentage (%)
Agree	54	29.3
Strongly agree	118	64.1
Disagree	5	2.7
Strongly disagree	7	3.8
Total	184	100

Source: Field Survey, 2017.

Question 4.6 above shows that 54 respondents making 29.3% of the population agreed that discipline can help achieve organizational goal, also 118 making 64.1% strongly agreed that discipline can help achieve organizational goal. While 5 respondents making 2.7% of the population disagree and 7 respondents making 3.8% also strongly disagree. This implies that majority of the respondents think discipline can help to achieve organizational goals.

Table 4.7: Lack of discipline in an organization can lead to the failure of organization.

Category	Frequency	Percentage (%)
Agree	73	39.7
Strongly agree	89	48.3
Disagree	10	5.4
Strongly disagree	12	6.5
Total	184	100

Source: Field Survey, 2017.

The question above shows that 73 and 89 respondents making 39.7% and 48.3% of the population agree and strongly agree that lack of discipline can lead to the failure of an organization, while 10 and 12 respondents making 5.4% and 6.5%

disagree and strongly disagree with it. So this shows that majority of the respondents think lack of discipline can lead to the failure of that organization.

Table 4.8: Do you think appropriate disciplinary measures are taken in Jos south local government council to control indiscipline?

Category	Frequency	Percentage (%)
Agree	56	30.4
Strongly agree	20	10.8
Disagree	60	32.6
Strongly disagree	48	26.0
Total	184	100

Source: Field Survey, 2017.

In response to the question above, 56 respondents representing 30.4 of the population agree and 20 respondents representing 10.8% of the population strongly agree that appropriate disciplinary measure are taken to control indiscipline in Jos south local government council. While another population of 60 respondents making 32.6% disagree, also 48 respondents making 26% of the population strongly disagree. From the response, it implies that appropriate disciplinary measure is not taken to control indiscipline in Jos south local government council.

Table 4.9: Are there challenges faced in adopting the principle of discipline in Jos south local government council?

Category	Frequency	Percentage (%)
Agree	90	48.9
Strongly agree	71	38.6
Disagree	19	10.3
Strongly disagree	4	2.1
Total	184	100

Source: Field Survey, 2017.

In the table above 90 respondents making 48.9% and 71 respondents making 38.6% of the population agree and strongly agree that there are challenges faced in adopting the principle of discipline in Jos south local government council, while 19 and 4 making 10.3% and 2.1% disagree and strongly disagree.

Table 4.10: The staff or workers of Jos south local government contribute to the challenges faced in adopting disciplinary measures.

Category	Frequency	Percentage (%)
Agree	103	55.9
Strongly agree	57	31
Disagree	20	10.9
Strongly disagree	4	2.1
Total	184	100

Source: Field Survey, 2017.

From the above table 103 respondents making 55.9% agree that the staff and workers contribute to the challenges face in adopting disciplinary measures and 57 of the respondents making 31% strongly agree to this. While 20 respondents making 10.9 disagree and another population of 4 making 2.1% strongly disagree.

Table 4.11: Without the adoption of disciplinary measures in Jos south local government council the management will not be effective.

Category	Frequency	Percentage (%)
Agree	74	40.2
Strongly agree	96	52.2
Disagree	14	7.6
Strongly disagree	-	-
Total	184	100

Source: Field Survey, 2017.

The above table shows 74 respondents representing 40.2% of the population agree that without the adoption of discipline the management will not be effective and 96 respondents making 52.2% strongly agree. While 14 respondents making 7.6% disagree and 0 population strongly disagree. This implies that majority of the respondents believe that without the adoption of disciplinary measures the management will not be effective.

Table 4.12: Can discipline improve performance in Jos south local government council.

Category	Frequency	Percentage (%)
Agree	89	48.4
Strongly agree	72	39.1
Disagree	15	8.2
Strongly disagree	8	4.3
Total	184	100%

Source: Field Survey, 2017.

On this table 89 of the respondents and 72 of the respondents making 48.4% and 39.1% agree and strongly agree that discipline can improve performance in Jos south local government council. 15 respondents making 8.2% disagree also 8 respondents making 4.3% strongly disagree. A large population of the respondents thinks discipline can improve performance in Jos south local government council.

Table 4.13: Can you tell us what are some of the causes of indiscipline in Jos south local government council?

In the open ended question the analysis done shows what most of the respondents outline as the cause of indiscipline in Jos south local government council.

It also outlined some of the acts of indiscipline associated with Jos south local government council, some of this act includes absenteeism, lateness to work and leaving before closing hours, lack of moral conduct etc.

From the analysis, it was discovered that some of the cause of indiscipline include god fatherism, a lot of people misbehave because they have god fathers that will defend them when they get into trouble. Another cause is indiscipline among the management is a major reason why workers misbehave as they copy from their leaders.

Furthermore, the analysis reveals that there is poor or lack of supervision of worker in Jos south local government council making the workers to relax on duty and do as it pleases them. Other things that promote indiscipline includes favoritism. Poor salary scheme, corrupt practice, poor leadership, lack of interest on the job, illiteracy and many more.

Table 4.14: Can you tell us what measures of discipline should be adopted in Jos south local government council to improve performance?

In this open-ended question, the analysis done shows how indiscipline can be avoided and the kind of measures to adopt for discipline in Jos south local government council.

Some of the measures to adopt to improve performance includes rewarding good character, suspension, query and dismissal of anyone who acts not in accordance with the set rules and regulation of the organization. Proper supervision should be done by the right authority. Assigning daily target for workers and prompt payment of salary. Also, registers should be used to monitor attendance as well as monitor when the worker come to work and when they leave.

4.4 Major Findings

From the analysis the following are the research findings.

- i. The study reveals that majority of the respondents attain their work.
- ii. It was revealed by this study that majority of the personnel do not work in Jos south local government council.
- iii. It was revealed by this study that discipline can help achieve organizational goal.
- iv. The research findings also reveals that lack of discipline can lead to the failure of an organization.
- v. It was revealed that appropriate disciplinary measures are not taken to control indiscipline in Jos south local government council.
- vi. It was revealed that there are challenges faced in adopting the principle of discipline in Jos south local government council.

- vii. The study also revealed that the staff and workers contribute to the challenges face in adopting disciplinary measures.
- viii. It was revealed by the study that without the adoption of discipline the management will not be effective.
- ix. It was revealed by this study that some of the challenges encounter in the organization includes absenteeism, lateness to work and leaving before closing hours, lack of moral conduct.
- x. It was revealed that some of the measures to be adopted in other to improve performance include rewarding good character, suspension, query and dismissal of anyone who acts not in accordance with the set rules and regulation of the organization.

4.5 Discussion of Major Findings.

In this section, the outcome of the study will be discussed and deductions are made from the data presented in the previous section in line with the basic research question.

Research question 1 was: what are the possible approaches in managing discipline for achieving organizational efficiency? The open-ended question: can you tell us what measures of discipline should be adopted in Jos south local government

council to improve performance, this gives us an insight and a response to the research question 1.

Research question 2 was: how will discipline help in achieving organization goals? The question in table 6: do you think discipline can help in achieving organizational goal? Gives us an insight to this, 54 and 115 of the total population with the percentage of 29.3% and 64.1% makes us understand that discipline can help in achieving organization goals.

Research question 3 was: what are the challenges faced when adopting the principle of discipline in an organization? The question in table 9: are there challenges faced in adopting the principle of discipline in Jos south local government council? And the open-ended question: can you tell us what are some of the causes of indiscipline in Jos south local government council? The response from table 9 gives us an insight to this, 90 and 71 of the total population with the percentage of 48.9 and 38.6 makes us understand that there are challenges are faced in adopting principle of discipline. And the open-ended questions give response to the research question 3.

Research question 4 was: why is discipline considered for the management and staff of Jos south local government council? The question in table 11: without the adoption of disciplinary measures in Jos south local government council the

management will not be effective? Gives us an insight to this with a population of 74 and 96 who agree and strongly agree making a percentage of 40.2% and 52.2% of the population. Making us understand that discipline helps the management to be effective.

The rest of the questions and their response affect the research question one way or the other.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

This research work is a five-chapter study that is geared towards discovering “the effect of discipline in achieving organization efficiency” with a case study of Jos south local government council of plateau state.

The first chapter introduces the study on the effect of discipline in achieving organization goal, and it goes on to state the problems associated with discipline in achieving efficiency. Research questions were set to help determine where and how the problems will be treated. Furthermore, objectives of the study were analyzed and the significance of the study. Scope and delimitations was also stated and the definition of terms from the research topic.

The chapter two was on various concepts and variables that are embedded in the study. These includes works by various scholars that are related to the study, concepts such as discipline, efficiency and others related to the study.

Chapter three outlines the research methodology adopted by the researcher. the chapter consist of the research method, population sample, sampling techniques and sample size. As well as the method of data collection, the procedure for data

collection and model specification. The chapter concludes with the justification of the method and summary of the chapter.

The fourth chapter was directed on the historical background of the study, data presentation and analysis and discussion of major finding. Here the researcher concluded that indiscipline contributes to failure of an organization.

5.2 Conclusion

This study has discovered that discipline can make an organization efficient and achieve organization goals. And also, when appropriate disciplinary measures are carried out in an organization it will lead to the growth of the organization.

The Jos south local government council are faced with the problem of indiscipline and some factors have been found out to be the cause of indiscipline in Jos south local government council, some of this cause includes corrupt practice, lack of proper supervision, wrongful employment, no punishment for improper behavior and many more.

It should be noted that Jos south local government council is important in running the affairs of the state as it creates a link between the state government and the local government, so its ability to work and function properly can help in the growth of the state at large, and since discipline will help in the growth of the Jos south local government council it should be implemented properly.

Also, for an organization to promote discipline, it should adopt some measures such as rewarding good behavior, proper supervision, punishing wrong attitude toward the work and worse case dismissal to serve as an example for others to see.

5.3 Recommendations

Having considered the importance of discipline in an organization the following recommendation will help the organization adopt better ways to promote discipline and to eradicate indiscipline.

From the analysis the following are the research findings.

- i. Since the study reveals that majority of the respondents attain their work as such the organization should put all necessary measures in other to improve their punctuality.
- ii. The management of the Local Government should offer their personnel a better and befitting package which will motivate them to work in Jos south local government council.
- iii. The management of the organization should upgrade it discipline as the resultant impact can help achieve organizational goal.
- iv. Since the research findings also reveals that lack of discipline can lead to the failure of an organization the management of the organization should ensure that the issues of indiscipline is put to an end.

- v. Appropriate disciplinary measures should be adopted towards controlling indiscipline in Jos south local government council.
- vi. The management should work on the various challenges faced in adopting the principle of discipline in Jos south local government council so as to an end to the issues.
- vii. The staff of the organization should be properly check mate as their inefficiency contributes to the challenges face in adopting disciplinary measures.
- viii. The management of the Local Government should ensure it adopt good discipline measures in other to strengthen the organization.
- ix. The management of the organization should looked into the various challenges encounter in the organization which includes absenteeism, lateness to work and leaving before closing hours, lack of moral conduct which has affected the organization in other to improve effectiveness of the local government.
- x. The organization should consider adopting the following measures in other to improve performance by rewarding good character, suspension, query and dismissal of anyone who acts not in accordance with the set rules and regulation of the organization.

5.4 Suggestion for Further Study

The effect of discipline in an organization cannot be over emphasize as this study has shown how important discipline is in an organization. And how effective an organization will be with proper discipline.

Therefore, the following field of study has been suggested by the researcher for further study:

Implementation of discipline in organizations.

Importance of discipline in an organization.

Discipline and growth of an organization.

Ways to control and eradicated indiscipline.

Relationship between discipline and efficiency of an organization.

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APPENDIX I

School of postgraduate Studies,
Department of Public Administration,
Faculty of Administration,
Nasarawa State University Keffi,
Nasarawa State.

December 17, 2016.

Dear Respondent,

I am final year student of the above mentioned institution, carrying out a research on the topic “**The Effects of Discipline in Achieving Organization Efficiency: A Case Study of Jos South Local Government Council**” This questionnaire is designed to assist me reach conclusion on the research topic and purely for academic purpose. Any information given will be treated with utmost confidentiality.

Thanks

Yours faithfully,

Nanbyen Nansel Nankat

APPENDIX II

QUESTIONNAIRE

This questionnaire is made up of two section A and B. section A is the personal data relating to the respondent, while section B is the main body relating to the major variables in the research topic. You are required to tick [] in the appropriate box.

SECTION A PERSONAL DATA

1. Age of the Respondents and 18 – 29 [] 30 – 44 [] 44 above []
2. Sex of the respondent Male [] Female []
3. Occupation of respondent. Students [] Worker [] 11-20 [] Other []

SECTION B RESEARCH QUESTION

1. How often do you go to work?
 - a. Not at all []
 - b. Once a week []
 - c. Twice a week []
 - d. Three times a week []
 - e. Every working day of the week []
2. Do you work in Jos south local government council?

Yes [] No []

3. Do you think discipline can help achieve organizational goal?

Agree [] Strongly Agree [] Disagree [] Strongly Disagree []

4. Lack of discipline in an organization can lead to the failure of organization.

Agree [] Strongly Agree [] Disagree [] Strongly Disagree []

5. Do you think appropriate disciplinary measures are taken in Jos south local government council to control indiscipline?

Agree [] Strongly Agree [] Disagree [] Strongly Disagree []

6. Are there challenges faced in adopting the principle of discipline in Jos south local government council?

Agree [] Strongly Agree [] Disagree [] Strongly Disagree []

7. The staff or workers of Jos south local government contribute to the challenges faced in adopting disciplinary measures?

Agree [] Strongly Agree [] Disagree [] Strongly Disagree []

8. Without the adoption of disciplinary measures in Jos south local government council the management will not be effective?

Agree [] Strongly Agree [] Disagree [] Strongly Disagree []

9. Can discipline improve performance in Jos south local government council?

Agree [] Strongly Agree [] Disagree [] Strongly Disagree []

10. Can you tell us what are some of the causes of indiscipline in Jos south local government council?

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11. Can you tell us what measures of discipline should be adopted in Jos south local government council to improve performance?

.....