IMPACT OF DISCIPLINARY MEASURES ON STAFF CONDUCT AND PERFORMANCE IN NASARAWA GEOGRAPHIC INFORMATION SERVICE (NAGIS), NIGERIA

BY

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DECLARATION

I hereby declare that this Project has been written by me and it is a report of my research work. It has not been presented in any previous application for MBA degree. All quotations are indicated and sources of information specifically acknowledged by means of references.

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CERTIFICATION

This Project "Impact of Disciplinary Measures on Staff Conduct and Performance in Nasarawa Geographic Information Service (NAGIS), Nigeria," Meets the Regulations Governing the award of Master of Business Administration (MBA) Degree in Business Administration of the School of Postgraduate Studies, Nasarawa State University, Keffi, and is approved for its Contribution to Knowledge and Literary Presentation.

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DEDICATION

This Project is dedicated to my beloved Family and to the Glory of God.

ACKNOWLEDGEMENTS

ABSTRACT

This study aimed to examine the impact of disciplinary measures on staff conduct in Nasarawa Geographic Service (NAGIS).One of the major issues management are facing, both in public and private organizations, is how to manage the personnel under them. This is importance since the levels of indiscipline in the public sectors in Nigeria are found to be responsible for low productivity in government's desire to achieve higher living standard for the people. In this study, survey research design was adopted and two methods were employed on gathering the requisite data which are questionnaire and personal interview. The questionnaire serves as a major tool for the collection of data for the study. The interview method was adopted in order to increase the depth of the study as well as obtain sensitive and salient information about the issue under study which could not be obtained via the questionnaire. The data collected for this study were analyzed statistically using Pearson product moment correlation coefficient and analysis of variance (ANOVA). The study found that the major causes of staff indiscipline are: favoritism of the part of managements and heads, lack of proper communication of policies and norms of the organization and lack of good leadership. It was also revealed that demotion, termination of appointment and withholding of financial benefits has negative influence on the staff indiscipline. The study therefore recommended that organization should in the first place make sure new and existing employees be made to understand the culture, policies and norms of the organization through training. This will make them to be adequately informed of the actions that are regarded as indiscipline act. The management on its part should avoid practices that could cause rancor and apprehension like favoritism within the organization.

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CHAPTER ONE

INTRODUCTION

1.9   Background to the Study

In every organization, the task of management to get work done through and with people remains attainable through the co-coordinated effort of their disciplined and committed members towards achieving organizational goals and objectives. But in a situation where indiscipline overcome the affairs or activities of the organization that lead to disorderliness in which members of an organization conduct themselves without respect to the rules and regulations and subordinating their needs and desires to the overall needs of the organization, then productivity suffer.

Discipline therefore, is essential for the efficient running of an organization; it is the hallmark of respect for agreements between organizational management and staff members. The management must decide on the most appropriate form(s) of sanction in case of offences and breach of established rules and regulations guiding efficient operations of the organization.

Discipline plays an essential role in the moral development of an employee and in the creation of a healthy society. (Nasibi, 2003) and (Okumbe, 1998 as cited in Kiggundu, 2009) indicated that in order to successfully achieve the objectives of an organization; all members of the organization are required to strictly adhere to the various behaviour patterns necessary for maximum performance. He added that despite the acquisition and application of theoretical skills required of a leader, managers will still be faced with cases of staff that do not strictly follow the set standards of their organizations.

In Nigeria, each organization has its own unique way of maintaining discipline within the organization which the health sector is not left out of this. However, there are common

methods of discipline that most organizations use like organizational rules, punishment, and guidance and counseling (Oyaro, 2005). All these methods to some extent have helped the organization to manage discipline problems. The emergence of modern state has made the public service the bedrock of the executive arm with the onus of not only initiating, interpreting and implementing policies decided by politicians but also managing the machinery of government as public administration.

Discipline has been defined as "orderliness, the opposite of confusion". It refers to a state of affairs wherein there is orderliness and employees conduct themselves according to laid down rules and regulations of the organization.

The human resource department in any given organization is usually accorded with the responsibility for survival, growth and development of the organization. This has been acknowledged by successive public service reforms undertaken by various administrations up till 1988 public service reforms which recommended in strong terms of human resource management units of public service.

In modern and large-scale organization be it private or public, a code of conduct for every staff is inevitable, so as to enable them find satisfaction in what they do while maintaining emotional stability. However, the individual employee in an organization has some responsibilities to himself and others because the attitude and feelings of each member of the group does not affect only the degree to which goals and objectives are achieved in organization but also the behavior of other members of the group. Management is therefore concerned with quality of the conduct and discipline of its entire staff. This is achieved through establishment of reasonable standards of conducts and educating the workers on these standards and enforcing them.

1.10   Statement of the Problem

Many organizations are trying to become high performance organizations and workplaces of choice by investing and developing their employees, recognizing excellent performance and providing intrinsic rewards to their staff. However, when organization is faced with disruptive employees or challenging behavior issues, productivity suffers, costs increase and management can become frustrated due to staff adherence to responsibilities.

One of the major problems facing managers, whether in public or private organizations, is how to manage the personnel under them. This is of particular importance since the levels of indiscipline in the public sectors in Nigeria are found to be responsible for low productivity in government's desire to achieve higher living standard for the people (Adebayo, 2001).

Low morale, apathy, inefficiency and all forms of vices prevalent in the public sector are linked to a large extend on lack of discipline among workers, which has arisen in part from lack of attention given to disciplinary measures enforced on workers are done either wrongly or loosely (Adebayo, 2000). While there are different disciplinary measures, probation, withholding of financial benefits, demotion and termination of appointment are identified to be the major disciplinary measures; this study examine whether this measures are effective in curbing cases of indiscipline in Nasarawa Geographic Information Service (NAGIS).

1.11   Research Questions

This study provide answers to the following research questions:

i.   What are the causes of indiscipline in Nasarawa Geographic Information Service (NAGIS)

ii. What is the effect of withholding of financial benefits/salaries on employees' level of indiscipline?

iii. To what level does the demotion affects employees' indiscipline in Nasarawa Geographic Information Service (NAGIS)?

iv. What is the effect of termination of appointment on the level of indiscipline in Nasarawa Geographic Information Service (NAGIS)?

1.12   Objectives of the Study

The main aim of this study is to examine the efficiency of disciplinary measures on staff conduct and performance in Nasarawa Geographic Information Service (NAGIS) and to basically:

i. Identify the causes of indiscipline in Nasarawa Geographic Information Service (NAGIS).

ii. Examine the effect of withholding of financial benefit on employees' indiscipline in Nasarawa Geographic Information Service (NAGIS).

iii. Examine the effect of demotion on employees' level of indiscipline in Nasarawa Geographic Information Service (NAGIS).

iv. Examine the effect of termination of appointment on the level of indiscipline in Nasarawa Geographic Information Service (NAGIS).

1.13   Statement of Hypotheses

Hypothetically, this study tests the following hypotheses:

Ho1:   Withholding of financial benefits has no significant effect on employees' level of indiscipline in Nasarawa Geographic Information Service (NAGIS).

Ho2:   Staff demotion has no significant effect on employees' indiscipline in Nasarawa Geographic Information Service (NAGIS).

Ho3:   Termination of staff appointment has no significant effect on employees' indiscipline in Nasarawa Geographic Information Service (NAGIS).

1.14   Significance of the Study

A study on disciplinary measures on staff of Nasarawa Geographic Information Service (NAGIS) is vital and of great importance at this time of our nation building. The study will be of immense used to the management of Nasarawa Geographic Information Service (NAGIS) in performing their functions and serve as enlightenment on the part of staff who are ignorant of disciplinary procedures as obtained in the organization.

The study attempts to broaden the understanding of practical human resources management and the problems associated with the concept of discipline and staff performance as well as aspect of human resource function. Finally, the study would serve as a reference point to researchers who may wish to carry out similar research work on the subject matter in the future.

The study will educates and enrich the government of state and the management of Nasarawa Geographic Information Service (NAGIS) on the way and manners to handle their affairs.

1.15   Scope and Limitations of the Study

This study covers only a sector of the state government of Nasarawa State, Nigeria- the Nasarawa Geographic Information Service (NAGIS). This was chosen to really know how

discipline and disciplinary procedures are being respected in Nasarawa Geographic Information Service (NAGIS) and it covers the entire staff of the organization cutting across all departments and professions.

1.16 Definition of Terms

Termination – separation from employment due to a layoff or dismissal; firings, or other discharges for cause

Avoidable separation – represent voluntary terminations of employment by the employee, including resignations, retirements, transfers to other locations, deaths or separations due to disability.

Unavoidable separation – represent involuntary terminations of employment initiated by the employer and include layoffs with no intent to rehire and discharges resulting from mergers, downsizing, or closings, firings, or other discharges for cause.

Disciplinary action or process – the method and progression of reprimanding employees who fail to adhere to the organizations performance standards, policies or rules.

Performance management – the process of maintaining or improving employee job performance through use of performance assessment tools, coaching and counseling was well as providing continuous feedback

CHAPER TWO

LITERATURE REVIEW

2.1   Conceptual Framework

2.1.2   Concept of Disciplinary Measure in Organization

Organizations, in any context, are made up of groups of people and individuals who are interdependent, and work together to achieve organizational goals and objectives. Therefore, these people interact with one another on a daily basis to fulfill their job-roles and to contribute effectively to their organizations. However, individuals enter the workplace with their own unique abilities, attitudes, values and perceptions, and this in itself can be a source of conflict in any organization (Robbins, Odendaal & Roodt, 2003).

Discipline is the ability to do the right thing even when no one is watching or suffer the consequences of guilt which produces pain in our bodies, through pain comes discipline (United States Marines Corps, 2009).

The word 'discipline' comes from a Latin word "disciplinaire" which means "to impart education" or "to teach." The unfortunate thing is that many people associate the word with giving punishment which is actually a small part of the meaning. Discipline actually means to groom a person's behaviour, etiquette and entire personality. The emphasis in discipline, therefore, should be on improving performance or correcting an undesirable conduct rather than simply on punishing it, Society for Human Resource Management (2011) Module 5 When a person is disciplined, he or she possesses the trait of being well-behaved. In this context, the word discipline is related to the words conduct, behaviour and deportment. It is a vital aspect in the field of personality development. Discipline is actually a combination of reward and punishment methods. A child, if disciplined at an

early age grows up to become a responsible, well-bred individual. A person who is competent, confident and caring is always known to have a disciplinary approach towards life.

To be disciplined is then, subject to context, either a virtue (the ability to follow instructions well) or a euphemism for punishment (which may also be referred to as disciplinary procedures).

Disciplinary action is any action taken by the company in response to an unsatisfactory employee performance or behaviour. Primary objective of discipline is to bring an employee back, where possible, to an acceptable standard of performance and behaviour rather than to punish an employee – Collective Agreement (2009) between AngloGold Ashanti (Ghana) Limited and the Ghana Mine Workers' Union of the Trade Union Congress (TUC) of Ghana.

A disciplinary procedure is a way that an employer can tell an employee that something is wrong. It also allows the employer to explain clearly what improvement is needed and it should give the employees an opportunity to explain their side of a situation. It can lead to disciplinary action, including dismissal in more serious cases. Employers use disciplinary procedures to tell employees that their performance or conduct is not up to the expected standard and also to encourage them for improvement, (Eby, 2005).

Before taking formal disciplinary action or dismissing an employee, employers may try to raise the matter informally with the employee. This is often a good way of resolving a problem quickly. Sometimes the problem may be the result of a misunderstanding, and this may enable the employee to provide evidence to clarify the issue. On the other hand,

the employer can decide to go directly to their formal disciplinary or dismissal procedures, (Eby, 2005).

To resolve conflict between individuals and groups, and to ensure a harmonious work environment, managers, supervisors and other leaders utilize disciplinary measure to prevent escalation and to maintain industrial peace. Disciplinary measure, in its essence, is designed to correct behaviour and to maintain balance in the employment relationship (Grogan, 2009). When undesirable behaviour or actions are noticed in the workplace, it is thus the prerogative of leaders and management to correct this behaviour and establish more acceptable norms or standards than those being corrected (Rao, 2009). Therefore, discipline and its subsequent rules and procedures form an integral part of the employment relationship between employer and employee. But, in order for discipline to be effective and yield its desired results, it needs to be substantially and procedurally fair (Bendix, 2005).

This means that proper rules and processes needs to be followed in the workplace to ensure that all organizational policies and legislative requirements are being adhered to. Substantial fairness relates to the reason for embarking on the disciplinary measure, the cause for action. There has to be a just and equitable reason for embarking on the disciplinary action, and this needs to comply with the organization's policies as well as those promulgated in the labour legislation of the country (Venter & Levy, 2011). Procedural fairness relates to the correct process that needs to be followed during the disciplinary inquiry (Bendix, 2010). This refers to the organization's internal rules and processes that need to be followed step by step to ensure that employee rights are not being violated, and to protect the business against claims of unfair labour practices and unfair dismissals. Ensuring that both aspects of fairness are adhered to is a difficult task for every management in organization. As these aspects have to be adhered to,

supervisors and managers alike need to ensure that correct policies and procedures are followed in this respect. Leaders thus have an inherent responsibility towards the organization in ensuring that their actions are appropriate within the context of disciplinary measure, and that they at all times act in the best interest of the organization. This view is substantiated by Cole (2007) who stated that "fairness is the key to positive reactions to discipline on the part of employees".

Disciplinary measure is an emotive word within the context of organizations, as well as within the employment relationship. There is a certain level of trust and respect within the employment relationship, and once this is eroded, it may be difficult or even impossible to recover at a later stage. As a result of this, there is little doubt that discipline at work has been one of the most challenging aspects that a manager has to deal with. Gennard and Judge (2005) stated that "It brings to the forefront matters relating to an individual's performance, capability and conduct, and in the context of employment, the most appropriate definition of disciplinary action is to improve, or attempt to improve the behaviour, orderliness, or actions of employees at work". The importance of this is further emphasized by the following statement "it is important for managers, at all levels, to appreciate that the effectiveness of the business can be undermined if issues relating to conduct, capability and performance are not handled professionally and consistently, or, even worse, if such matters are ignored altogether" (Gennard & Judge, 2005). It is thus important that the principle of good practice be applied whenever disciplinary action is instituted on any employee or member of an organization. Good practice, though, is a term that many managers find difficulty with as it is a concept that is, at times difficult to define. "In the context of discipline at work, it is about acting with just cause, using procedures correctly, acting consistently, following the rules of natural justice and many more aspects" (Gennard & Judge, 2005).

2.1.3 Disciplinary Codes and Procedures in Public Service Sector

Disciplinary code is another important aspect of disciplinary procedure in an organization. "Because of the desirability of consistency in disciplinary penalties, and because employees need to have some expectations of the consequences of breaking rules, an organization should have a code which sets out possible offences, and the disciplinary action which may result" (Finnemore, 2006). This is to ensure that employees are aware of which actions are desirable in the organization and which are not, so they can adjust their behaviour to acceptable standards of conduct in the workplace.

It is also important that these disciplinary codes (procedures) be in writing as part of the organizations formal business documents, and that they be filed accordingly. Employees within the organization, throughout every level and division, should be aware of this, and also have access to these policy documents as part of the reading material within the business. It is common practice for organizations in the workplace to display a copy of the disciplinary codes and policies on notice boards in each department, where employees can browse through these at a time convenient for them during their normal working hours (Rao, 2009). Trade unions should also be consulted by management when disciplinary codes are established and formalized within the business. "Where a trade union is recognized, it should ensure that the agreed rules are seen to be fair and equitable, otherwise the code will have no legitimacy. When incorporated into an agreement, such rules and procedures are formally accepted by the parties and are incorporated into the conditions of service of employees" (Finnemore, 2006). The initial period after the codes have been accepted are generally used to ensure that employees, new and old are aware of these policies and familiarize themselves with these provisions. A large majority of disciplinary policies and codes usually recognize a list of offences. "These are usually divided into minor/moderate offences like lateness, unexcused absence or leaving the workplace without permission. More serious offences are theft,

bribery and fraud, malicious damage to property, assault, possession of alcohol or drugs and refusal to obey legitimate instructions" (Finnemore, 2006). When a minor offence is committed for the first time, counseling or an oral reprimand may be given to an employee. If this behaviour occurs again, a written warning may be issued. Where this behaviour carries forward on a continuous basis, a final written warning is given, followed by a dismissal. In more serious offences, there may be a requirement for a first penalty of an instant final written warning.

An organization's disciplinary procedure outlines the principles, policies and actions which should be followed in certain situations, and it is important that this be in writing and readily accessible and available to all employees. Gennard and Judge (2005), advocated that "it has been the case for a number of years that a disciplinary procedure should be set out as follows: an oral warning, followed by a written warning if the required improvement is not forthcoming, followed by a final written warning if conduct or performance is still unsatisfactory, and finally, dismissal". This system is designed to discourage incorrect behaviour and to speedily rectify problems when they are uncovered. As a result of this, the first-line superior will usually be the first individual to be involved in disciplinary matters.

Holley, Jennings and Walters (2008), noted that, "The first-line supervisor usually conducts the initial investigation of the facts surrounding the employee's discipline. Furthermore, it is usually the first-line supervisor who recommends disciplinary action or has the authority to take disciplinary action against an employee". For the fact that specific rights of employees have to be protected, management may decide to have a review of a supervisor's decision to discipline an employee and may require higher level authorization before the disciplinary action is taken. This is in line with the principle of "good faith", and thus protects the organization and its interests. "Therefore, it is possible to introduce some level of restriction on supervisors to protect employee rights without

adversely affecting supervisor's belief in the effectiveness of the disciplinary system"
Holley, Jennings & Walters (2008).

A disciplinary procedure aims to promote fairness and procedural justice in dealing with employee discipline. The advantage for organization of a consistent disciplinary procedures are threefold first, it contributes to the stability of the workforce; second, labor turnover is minimized; and third, it promote productivity (Nel, Van, Dyk, Haasbroek, Schultz, Sono, & Werner, 2007)

Just as organization systematically uses rewards to encourage desirable behavior, they also use discipline to discourage counter-productivity behavior (such as absenteeism, lateness, theft and substance abuse) (Greenberg & Baron, 2007). With today's diverse workforce, managers may spend up to 20% of their time settling disputes among employees through conflict resolution (Goldman, 2003).

Disciplinary action is usually initiated by management in response to unsatisfactory work performance or unacceptable behavior on the part of the workers. However, a proper procedure must be followed when exercising discipline. The Labor Relations Act's codification of unfair dismissal and code of Good Practice relating to dismissal is regarded as the basis for policy statement on disciplinary procedures (finnemore, 2006). It is evident in the context of current employment law that discipline is regarded as corrective rather than punitive measure. A disciplinary code endorses the concept of corrective or progressive discipline, which regards the purpose of discipline as a means for employees to know and understand what standard are required of them. It empowers employers to seek to correct employees' behavior by a system of graduated disciplinary measures such as counseling and warnings (Nel, 2007) Just as organizations systematically use rewards to encourage desirable behaviour, they also use discipline to discourage counter-productive behaviour (such as absenteeism, lateness, theft and substance abuse) (Greeberg & Baron,

2007). Thus managers can make hard choices when imposing the final decision, but they should make them justly; preserving procedural justice.

2.1.4 Effectiveness and Consistency of Disciplinary Measure and Procedures in Organization

The effectiveness of disciplinary action depends to a large extent, on the reasons and circumstances for its implementation. Lewis, Thornhill and Saunders (2003), noted that discipline is necessary where it is an "action instigated by management against an employee who fails to meet reasonable and legitimate expectations in terms of performance, conduct and adherence to rules". It can thus be said that an employer is justified in instituting this action as a measure to protect its interests and ensure that an employee carries out the duties expected of him\her in terms of the contract of employment. However, certain rules and processes also have to be followed by both employer and employee to ensure that the action actually yields the desired results for both parties. "It is clear that the disciplinary procedure is there to protect the employee from unfair and unreasonable treatment, as well as to afford the employer the opportunity of dispensing with the unsatisfactory employee" (Lewis, Thornhill & Saunders, 2003). Long gone are the days where employers could simply dismiss an employee for any reason, proper rules and processes have to be followed in modernized times.

Moreover, without a healthy state of discipline, or the threat of disciplinary action, the hospital's effectiveness may be severely eroded. More disturbing is the attitude of staff to work. It is alarming the magnitude of laissez-fair attitude of our staff in health system. It is in view of this, that (Adesina, 1990 cited in Ebuara & Coker, 2012) stated that wastage and ineffectiveness in health institutions are clearly a manifestation of the widespread acts of indiscipline now prevalent in the system.

(Kanter, 2003 cited in Ebuara & Coker, 2012) observed that the policies which a health organization has about discipline and the way they are implemented have far reaching effect on the discipline situation in the institution. He further posited that more often than not management team or administrators do not provide clear-cut policies on discipline for guidance of the staff. Very often where such policies exist no sustained effort is made to improve upon them in order to motivate workers. This may sometimes lead to misunderstanding resulting in staff misconduct and job dissatisfaction (Kanter, 2003 cited in Ebuara & Coker, 2012).

Another aspect which influences the effectiveness of disciplinary action and procedures is the consistency with which these measures are undertaken (Lewis, Thornhill & Saunders, 2003). Disciplinary action is an emotive word within the context of organizations, as well as within the employment relationship. There is a certain level of trust and respect within the employment relationship, and once this is eroded, it may be difficult or even impossible to recover at a later stage. As a result of this, there is little doubt that discipline at work has been one of the most challenging aspects that a manager has to deal with. Gennard and Judge (2005) stated that "It brings to the forefront matters relating to an individual's performance, capability and conduct, and in the context of employment, the most appropriate definition of disciplinary action is to improve, or attempt to improve the behaviour, orderliness, or actions of employees at work".

It is thus important that the principle of good practice be applied whenever disciplinary action is instituted on any employee or member of an organization. Good practice, though, is a term that many managers find difficulty with as it is a concept that is, at times difficult to define. "In the context of discipline at work, it is about acting with just cause, using procedures correctly, acting consistently, following the rules of natural justice and many more aspects" (Gennard & Judge, 2005). The aspects of fairness and consistency are at the centre of good practice, and the goal of every manager, supervisor

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or leader should be to treat disciplinary matters in a fair and equitable manner, as fair as possible. The major underlying aspect of all these is the disciplinary procedure which is followed by an organization.

Consistency can be seen as the reliability or logical adherence of successive events or results. Within the context of disciplinary action, consistency refers to the same set of rules being applied to all employees within the organization, regardless of age, gender, position, seniority or any other criteria similar to this. It is thus important that employers apply the same rules to all employees at all times. Unfortunately, this is not always the case within the workplace, as some employees get off "lighter" than others for committing the same misconduct or breach of rule. "An employer is guilty of an unfair labour practice if he acts unfairly when suspending an employee or imposing a disciplinary sanction short of dismissal (Du Plessis & Fouche, 2006). Employers thus have to ensure that they act in a correct manner when dealing with disciplinary cases, and their behaviour should be applied to all in a reliable manner. If this is not forthcoming, it could harm the trust relationship which has been built between the employer and employees.

2.1.5   Obstacles to Disciplinary Process in Organization

Managers in the public sector generally don't have authority to terminate (Selden, 2006). As discussed previously, specific processes usually must be followed that can be time consuming. Some private sector businesses have an at-will policy and may simply remove someone from the schedule instead of using the disciplinary process. Employment at will generally means the employer's right to terminate an employee without a reason and that employee's right to leave when they want. Private sector businesses in the United States have used this type of system; however, fears of litigation for wrongful termination as well as federal and state laws protecting employees have

placed limits on terminations for both private and public sector businesses (Selden, 2006). Therefore, it may benefit both private and public organizations to require formal steps for discipline. Some managers may acknowledge a performance issue, coach the employee and document the situation; however, another manager may decide it is not worth his/her time. Managers may determine if discipline is needed based on the employee's past performance and by the employee's personality instead of the actual performance (Franklin & Pagan, 2006). Following consistent disciplinary processes over time may help managers avoid grievances, legal concerns and unnecessary turnover (Franklin & Pagan, 2006).

Progressive discipline generally includes a series of steps which have increasingly more severe sanctions or penalties for repeated offenses. The process typically begins with a coaching or verbal warning. Discipline for tardiness or attendance usually is consecutive written warnings which do not include a suspension as organizations do not want to reward attendance offenses with "time off work". The written warning can have several steps depending on the organization but often can lead to dismissal or termination. Managers and human resources personnel usually have discretion to skip steps if the behavior endangers others or is a severe infraction.

Progressive discipline is more consistent, may benefit the organization by improving performance to minimum standards and lowering turnover related costs, such as recruiting and hiring new employees, and involves documentation which can decrease risk for discrimination claims; however, progressive discipline is not without its obstacles (Segal, 2009). Segal notes the legal risk of retaliation, where an employee can use the "retaliation claim" against a manager after receiving a step in corrective action, even if no proof of retaliation exists (Segal, 2009). This retaliation can make it more difficult to take further action against an employee due to additional claims of retaliation. Segal reported "the number of retaliation claims between 2006 and 2007 increased by eighteen percent",

the United States Equal Employment Opportunity Commission's biggest percent change of all claims (Segal, 2009). Organizations can help avoid the obstacle of retaliation claims by: including retaliation information in policies, training managers on risk of retaliation and what should be documented in public record, being thoughtful about each step in progressive discipline, documenting any delays in discipline steps, including timeframe for improvement in formal discipline steps, consulting with Human Resources consultant, and considering the risk of retaliation claims prior to progressive discipline that is not termination (Segal, 2009).

2.1.6 Concept of Staff Conduct

The term "staff conduct" is a household word in Nigeria today. It is a word that is found in government offices, private sectors, and in all levels of organizations. Peter (2002) posited that attitudes are usually perceived as evaluative tendencies (favourable and unfavourable) of someone towards a person, thing, event or process. He further maintained that an attitude towards a particular object is thus a bias, predisposing a person towards evaluation responses that are either positive or negative. The trend in health sector in the present time is indiscipline of all sorts. The trouble with the term is that every individual may know what they mean when they talk about it, but individual meanings can still differ in a sense of understanding. Indiscipline according to (Timothy, 2008) is the direct opposite of discipline i.e. lack of discipline. He further quoted Dittinuiya (1995) who defined it as any act that does not conform to the societal value and norms. He again cited Otu (1995) who also defined indiscipline as unruly acts and behaviours, acts of lawlessness and disobedience to organizational rules and regulations.

Timothy (2008) stated that indiscipline can be said to be the unwillingness of staff to respect the constituted authority, observe and obey organizational rules and regulations

and to maintain high standard of behaviours conducive to learning process and essential to the smooth running of the organization to achieve the organizational objective with ease. Akindiji (1996 as cited in Nwakoby, 2001) defined indiscipline as "an act of misconduct which not only physical act but could also be a thing of the mind". The above definition presupposes that indiscipline is an act of wrong doing and which must not necessarily be seen from a worker's action but the mood of such staff could be interpreted as an act of indiscipline or misconduct. Achebe (1984) on his part defined indiscipline as "a disregard to lay down standards of behaviours, rules and regulations of a social system". From this assertion therefore, it could be said that indiscipline is negligence of norms and cultures of a social system.

Furthermore, indiscipline as a concept could also be seen as lack of self-control and utter disregard for constituted authority. An undisciplined person therefore is one who does not fit in properly into the system in which he finds himself and as such cannot contribute positively to the improvement of the society (Nwakoby, 2001). In the context of a health system, a worker is said to be discipline if his behaviours, actions and inactions conform to the predetermined rules and regulations of the organization. (Dare, Hashim, Sweinan & Ofie, 2004 as cited in Zubaida, 2009) asserted that discipline in work place is a mark of respect for organizational laws and regulations and the maintenance of an established standard of behaviour and implies self-control, restraint, respect for oneself and others. She therefore maintained that "a behaviour that contradicts the above mentioned becomes indiscipline".

While, Yaroson (2004) maintained that indiscipline is a derivative of the word "discipline" and which is a mode of life in accordance with rules is. Therefore, discipline is considered as management effort to enforce organizational standard; it is a key to the success of any

organization. It is the procedure on how the organization can achieve its ultimate objectives by ensuring that actions regarding discipline and job effectiveness in the general activities of the organization are taken. Discipline and staff performance have a vital role to play in the growth and development of any organization for the improvement of management in the aspect of increasing the activities of staff development, and increase in the total level of production.

According to Ochai (1984) cited in Osezua, Abah & Daniel, 2009), asserted that staff indiscipline is manifested in many ways in the public sector such as habitual lateness to work, truancy, and lack of commitment to work: loafing, buck-passing or refusing to take responsibility. It also includes bribery and corruption, tribalism and nepotism, misuse of government property, drunkenness, embezzlement or misappropriation of public funds. Public/Civil Servants, in contemporary public organizations in Nigeria, employee exhibit discipline at a minimal level coupled with some elements of indiscipline. In this condition, staff may report for duty, in time and sometimes late. On arrival, they may perform their duties without seriousness. After spending few hours on duty some of them take permission to go out of the workplace while others just sneak or vanish. Another group may go to drinking houses or beer parlors', to return to the office only towards the closing time. Some of them may take permission to stay away from the office or workplace for a number of days for fabricated reasons. Others may just absent themselves for reasons that are far from cogent (Ochai, 1984 in Osezua, Abah & Daniel, 2009). It is needless to say that productivity is affected negatively by these vices of staff in the public sector. According to Adebayo (2001), such acts of indiscipline include lethargy, apathy, laziness, rudeness to members of the public, malingering, presenting false sick certificates in order to go and attend to private businesses and a host of other deplorable

attitudes. The problem of indiscipline according to Yaroson (2004) permeates all facets of the life of man and has brought man down to the knees.

Indiscipline is a multifaceted phenomenon regarding its displays and causes as well as its meanings and functions in the social, psychosocial and pedagogical fields. Concerning its displays, Amado and Freire (2009) believed that the major situations are framed in what they pointed out as the first level of indiscipline and which are those incidents of disruptive nature whose disturbance affects the good office functioning.

Discipline on the other hand according to McFarland (1979), as cited in Mataika (2007) can be defined as conditions of orderliness in which members of an organization conduct themselves with respect of the needs and desires of the organization, subordinating to some extend their own needs and desires. Discipline is seen as concern with the imposition of certain restrictions on the behavior of members (employees) of an organization.

There are two basic forms of discipline, namely, positive or constructive discipline. Positive discipline means the fostering of co-operation and a high level of morale so that the written and unwritten rules and conditions are obeyed willingly by employees. These rules may cover general of employment, hour of work, communication channels, performance standards, organizational expectations and general employees conduct (Onah, 2003). It also embraces good behavior by managers or supervisors, such as good supervision, treating all employees fairly, eschewing bad manners, being helpful and considerate to staff and setting of good examples by not breaking any rules.

2.1.7   Factors Responsible for Staff Indiscipline in Organization

The major reasons for staff indiscipline in the public sector include mismanagement of conflicts, lack of better understanding of conflicts, their root causes, early signs or indicators, dynamics and the manner in which they can be prevented, brought under control and eventually resolved by the organization (Kankwenda, 2002). Yahcioglu (1996 in Osezua, Abah & Daniel, 2009) opined that "people get involved in acts of indiscipline because their interests and values are challenged or because their needs are not meant…" other factors include the following sub-headings: The economic factors, the socio-cultural factors, socio-political factors, management factors, laxity on the part of managers and supervisors Lack of confidence in subordinates and Lack of motivation.

a. Economic Factors

The economic factors include irregular payment of salaries to workers and high rate of inflation. This is due largely to corrupt practices, which manifest in the mismanagement and/or embezzlement of public funds by public officers including the elected representatives of the people. A healthy economy is a prerequisite to high quality of work life which embraces the satisfaction of high order needs. This cannot happen when workers go about their work on empty stomachs because their salaries have been delayed.

According to (Onah, 1995 as cited in Osezua, Abah & Daniel, 2009)... Associated with this is the high rate of indiscipline that attends adverse situations. At times, salaries are not paid as at when due owing to late release of funds. Such situations predispose staff to various acts of indiscipline such as absenteeism, lateness, indolence and other indurate attitude to work, all in the name of lack of money when such situations run into months; management usually finds it difficult to discipline staff as they tend to be uncontrollable.

b. Social-Cultural Factors

The main socio-cultural factors are ethnicity. Under ethnicity we have tribalism, sectionalism, nepotism and favoritism. According to Nnoli (2008), ethnicity is a social

phenomenon associated with interactions among members of different ethnic groups. According him ethnic groups are social formations distinguished by the communal character of their boundaries. The relevant communal factor may be language, culture or both. He stated further:

A feeling or both belonging and rejection becomes the basis for distinguishing individuals in the city (or organization) and at the national, state or local government) level… Under these circumstances, each member of X ethnic group fears that he is regarded as an X by any member of Y or Y ethnic group and would, therefore, is discriminated against by them in the struggle for the scarce socio-economic resources. He believes that they can expect preferences from any member of X in a position to help, and perceives it to be in his interest to promote the activities of all X's in competition with Y's and Z's … anyone who finds himself outside the system of ethnic preferences is lost (Nnoli, 2008).

In other words, ethnicity is ethnic consciousness transformed into a weapon of offence or defense in a competitive process in relation with other groups over desired scarce resources. Ethnic consciousness per se, it should be pointed out, is not bad. What is bad is when it is used by competing groups to the detriment of one another or the organization. As Nnoli, (2008) pointed out, ethnic problems can bring about, inter alia, a feeling of rejection, alienation and hospitality. The end result of the worker is a condition of frustration and resignation which can lead to staff indiscipline. In this regard, Chukwuezi (1996 in Osezua, Abah & Daniel, 2009) observed that, within the various State Civil Services and parastatals, Sectional or ethnic interest seems to hamper progress. He posits that "promotion, employment, allocation of duties and roles tend to be clouded by ethnic or sectional consideration.

c. Social-Political Factors

In the Nigerian public sector, staff recruitment, selection and placement are in most cases politicized. Despite the politicization of the Civil Service through the deliberate entrenchment of the Federal Character Principle in the Constitution (Third Schedule, part 1 of the 1999 Constitution) to ensure that no State, ethnic or sectional groups dominate others in the appointment, promotion and transfer of employees, some appointments and promotions especially into some State-owned public organizations are skewed in favour of some ethnic groups to the neglect of others. There is also the problem of "god-fatherism" or the patronage system. This is the system whereby some people are employed or promoted in the organization, not on merit but because of some influential people whom they have either known in the establishment or in the wider society. These attitudes can frustrate and discourage those who rely on merit (hard-work, honesty and/or additional qualifications).

Another socio-political factor is the in–house fighting (internal conflicts) over leadership of the establishment. Some members may be interested in the organization's leadership to the detriment of others. In his realistic view of conflict in organizations, Kelly (1975) observed that conflict is inevitable. This is because conflict is an integral part any human endeavour. What is bad however, is when such conflicts have destructive undertones. Destructive conflicts and criticisms can make leaders and followers to develop attitudes of indiscipline.

d. Management Factor

Under the management factor we have laxity on the part of public sector managers to enforce discipline, lack of confidence in subordinates, lack of proper enforcement of the role of the Civil Service commission and proper motivation of the workforce.

e. Laxity on the Part of Management

Taylor (1967) in his Principles of Scientific Management and McGregor's (1960) Theory 'X' stated that human beings hate wok and would avoid it at the slightest opportunity.

Therefore employees need to be controlled. This is where discipline comes in. The unwillingness on the part of managers to enforce discipline on erring subordinates is one of the factors responsible for staff indiscipline in public organizations in Nigeria. This could be due, partially, to the ethnic factor as discussed earlier. In a bid to discipline a subordinate that comes from a different ethnic group, such action might be misconstrued, as result, manages in some public establishments feel reluctant to enforce discipline amongst subordinates. It could be due also to ethnic cohesion. Staff from the same area may not want to discipline one another so as to maintain ethnic solidarity.

f. Lack of Trust in Subordinates

The importance of reposing confidence in subordinate staff by their managers in both public and private sector organizations cannot be over-emphasized. This is because it is the workers who feels recognized and see that his contributions (or services) are appreciated by the superior officers that will feel motivated to put in more productive efforts. On the other hand, lack of confidence in subordinates can make them feel marginalized and /or alienated. The end result is that their contributions, if any, will be minimal.

g. Lack of Motivation

A good manager ought to know how to motivate his workers/subordinates. Unfortunately, many public sector managers and supervisors in Nigeria know little or nothing about staff motivation, let alone of applying it. Motivation is a management element of direction which is concerned with inducing people to work to the best of their ability. It is a process of understanding the need, urges, drives, aspirations, ambitions and strivings which prompt people to do things and providing ways of helping them to satisfy their needs through the organization while at the same time, harnessing their contributions to achieve the organizational goals. Workers expect from managers who are

motivation conscious as strategy of making the workforce to perform better to include recognition, praise, fair supervision, good compensation and fair treatment of all staff on an equal basis.

In the motivation model the stimulus could be a need e.g. the need for a higher academic degree. The appropriate behaviour on the part of the staff would be to apply for a study leave. The approval of such application by the management to enable the staff have his needs met would be a motivational booster for higher productivity of the workforce. The goal or desired outcome would be the conferment of the degree on the staff after successfully completing the course. Such a motivated worker on return to his/her place of work is more likely to perform the organizational duties creditability in terms of better skills and knowledge. In addition, the highly motivated staff is more likely to be happy with his/her job and maintain discipline. Conversely, workers who are not properly motivated are likely to exhibit acts if indiscipline in terms of un-seriousness to duty, exhibiting lazy attitudes, no regard to constituted authority and indulging in corrupt practices as a means of survival.

2.1.8 Strategies for Controlling Indiscipline Acts among Employees

Paul (2006) asserted that discipline is the practice of care and respect for others and self. It is about safe guarding the rights of people who are exposed to uncooperative, aggressive or blocking responses by others. It strategies therefore vary according to Daukee (2010) along a continuum from the extremely authoritarian in which the officers make all of the rules and punish any deviation, to the very permissive in which the employee makes all of the decision (Field & Boesser, 2002). The authoritarian methods according to Paul (2006) can be aligned with the behaviourist philosophy which emphasizes shaping behaviour through the use of rewards and punishment. Kohn (1993)

as cited by Paul (2006) added that these models are based on immediate and unquestionable obedience as the target behaviour. There are no allowances for the explanations or investigations of circumstances. As a result they are often associated with anger and sometimes result in depression and low self-esteem.

At the other end of the continuum, Field & Boesser (2002) associated permissive model with maturations philosophy which is grounded on the notion that time is the best teacher. In this model, there is the absence of any type of discipline. Employees are left to learn from their own mistakes. Baumerind (1967) as cited by Deaukee (2010) believed that this model overemphasizes freedom. Fields & Boesser (2002) felt that this results in low self-esteem and difficulty in getting along with others. But all other models fit along the continuum somewhere between these two extremes.

Researchers agree that traditional forms of discipline which involve the demand of obedience are closer to the authoritarian end of the spectrum and are no longer reliable. Charles (2002) stated that many of the discipline techniques relied on are ineffective especially those that involve demanding, bossing, scolding, warming, belittling and punishing as these tactics can keep behaviour partially under control only for a while. He added that they can produce detrimental side effects such as uneasiness, evasiveness, fearfulness, avoidance, dishonesty, undesirable attitudes towards learning, overall dislike for work and management, inclination to retaliate and for many the desire to leave work as soon as possible. These circumstances lead to inhibited learning. These views are not adopted by all, however, as some researchers insist that the traditional method still hold a place in any discipline systems.

2.1.9   Management Skills in the Maintenance of Discipline in Organization

Discipline in the school is the function of the administration. The general school and classroom discipline is dependent upon the head teacher's administrative, supervisory and leadership styles since they are in charge of all the school matters (Okumbe, 1998) Chaplain (2003) stated that the Chief Executive Officer along with the senior management team are charged with strategic planning, including determining the direction of the organization (leadership) as well as organizing the day-day running of the organization (management). He added that both dimensions make important contributions to creating and maintaining a well-behaved organization. This implies that the CEO is a leader of organization who must have a clear policy of what he wants for the organization.

According to Chaplain (2003), what forms part of the leadership component includes being proactive in the development of an effective behavior policy, ensuring staff have appropriate professional development support, and resources to support the policy at all levels. Chaplain (2003) added that monitoring and maintaining the behavior policy and classroom activity, being present around the school (in teaching and recreational areas), being sensitive to the concerns and difficulties of staff, and being able to set up "gear" when things are going too well or at critical points in the organizations development, are all part of the management function. Thus, the manager has a very important role to play in maintaining discipline in the organization. The managers set the tone and the morale of the organization has remarkable influence over the employees. (Blandford, 1998).

Management Koontz and Weihrich (1998) identify five leadership styles commonly used in management of organizations. They include:

i. **Autocratic style:** This is where power and authority is in the management. The head is dictatorial and makes all organization decisions without consulting anyone. The environment of the organization is turned into small chiefdoms leading to

conflicts between the head staff and other employees culminating in crises and destruction within the organization.

ii. **Democratic/participative style:** This is an approach that recognizes democratic principles of governance and involves everyone in the process of decision-making. There is free flow of ideas from the administration to the teachers, administration to students and teachers to students and vice versa. Rights of individuals and their freedom of expression are accepted and respected.

iii. **Laissez-faire:** The administrator establishes goals and objectives of the organization. Everyone in the organization strives to achieve the objectives by working on their own at their own pace.

iv. **Bureaucratic style:** This is where the administrator is concerned with rules and regulations. S/he formulates rules and the institution is run by these rules strictly and records and transactions are kept in great detail.

v. **Contingency:** This is a leadership style where the administrator reacts to problems in the institution in different ways according to the situation. S/he addresses an issue as it comes.

vi. **Consultative:** This is where the head involves the stakeholders in identifying problems in the institution and even in finding solutions to problems. However, s/he makes the final decision. Although the above styles are sometimes used con-currently, the most important leadership style in the maintenance of discipline is the democratic/participative approach.

2.1.10 Staff Disciplinary System and Organizational Justice

The most commonly cited definition of organizational justice is the just and ethical treatment of individuals within an organization (Cpropanzano, Bowen, & Gilliland, 2007; Latharn, 2007). As defined here, organizational justice is a personal evaluation of the ethical and moral standing of managerial conduct. Organizational justice can be divided

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into three dimensions, namely distributive justice, procedural justice and interactional justice. Procedural justice (i.e. how an allocation decision is made) is contrasted with distributive justice, which refers to the fairness of the decision (Saunders & Thornhill, 2004). Procedural justice then relates to the fairness of the formal procedures required by the organization and its policy on the method of decision-making. A decision is fair if the outcomes are seen as balanced and correct, where balance refers to the fact that similar actions are taken in similar situations and correctness refers to the fact that the quality (i.e. accuracy, consistency, impartiality; clarity, procedural thoroughness, compatibility with ethical values of the decision-making seems right (Pinder 1998; Stecher & Rosse, 2005; Thompson & Heron, 2005).

These more progressive systems were based on more modern values. Odiorne (1984) stated that modern values tended to "…turn away from physical punishment." The vernacular of punishment, physical and otherwise, was soon replaced with terms such as "progressive", "arbitration", "conflict resolution", and "due process". This new lexicon for discipline reflected a greater concern on the part of management for the employee's feelings, his or her sense of self-worth, compliance with federal laws governing workplace and labor relations, and for ensuring that the system was fair and allowed for a comprehensive and rational review of the behavior in question. Ground-breaking study on employee motivation was one of the first studies to allude to the fact that employees are motivated perhaps as much, or more, by social and psychological need fulfillment than by salary or promotion. Wong and Law (2002) noted that the emotional intelligence of both supervisor and employee are critical factors in job performance and satisfaction. Emotional intelligence was an a priori concept that found a receptive audience in organizational leaders who believed in progressive rather than traditional employee discipline systems.

Procedural justice is important for employee behaviour in that they are more likely to accept responsibilities if the related procedures are fair (Thompson & Heron, 2005). These fair procedures also shape employee satisfaction with outcomes, in that they will more likely accept the outcomes if the procedures are fair than if they are not (Thompson & Heron, 2005). Leventhal, Karnza and Fry (1980) defined subjective perceptions of procedural justice by considering the cognitive, affective and behavioural components of the justice experience. The cognitive component refers to the calculations made by an individual regarding the objective fairness of a decision. Tyler (1994) advocated that positive or negative emotional reactions to actual objective events form part of the affective procedural justice component. The behavioural component refers to the consequences of perceptions of fairness, such as employee behaviour and attitudes.

Interactional justice can be defined as the perceived fairness of the interpersonal treatment used to determine outcomes (Stecher & Rosse, 2005). Interactional justice refers to the thoroughness of the information provided (i.e. informational justice) as well as the amount of dignity and respect (i.e. interpersonal justice) demonstrated when presenting an undesirable outcome (Cropanzano, Bowen, & Gilliland, 2007; Greenberg & Baron, 2007). If negative outcomes are presented in this manner, employees are more likely to accept the decision. However, when actions are consequently seen as interactional unfair, employees are more likely to develop negative attitudes towards their supervisors (Cohen-Charash & Spector, 2001).

If employees feel as though they have been unfairly treated, they experience emotions such as anger and resentment (Pinder, 1998). Procedurally unfair treatment has been found to result in retaliatory organizational behaviours (e.g. theft) (Pinder, 1998; Skarlicki & Folger, 1997; Thompson & Heron, 2005). The results of unfair treatment of employees may also include lower production quantity and quality, greater absenteeism, greater turnover, less

initiative, lower morale, lack of cooperation, spread of dissatisfaction to co-workers, fewer suggestions and less self-confidence (Schminke & Arnaud, 2005; Stecher & Rosse, 2005).

These new discipline systems sought to punish non-compliant employees, but only to the degree that the non-compliant behavior in question violated the organization's code of conduct and only up to the point at which labor laws protecting employee due process rights were activated. Most of these progressive discipline systems were risk-averse; that is, they tended to shy away from legal confrontation with disgruntled employees or legally risky employee termination actions.

These systems allowed the non-compliant employee to correct his/her behavior. As Rubin (2002) succinctly noted, progressive discipline systems provide the employee the opportunity to "…be made aware of the problems and what he or she must do to correct them." A process-or step-oriented system was developed-usually three or four steps in total-wherein initial acts of non-compliance were met with less severe sanctions and successive acts of non-compliance of equal or greater seriousness were met with progressively more severe sanctions. While the end result of such a progressive disciplinary action could still be termination of the non-compliant employee, time and opportunities were provided by management for the employee to correct his/her behavior prior to that ultimate discipline action of the employee's termination.

The goal of progressive employee discipline systems was to "…help the employee change his or her own behavior" (Imundo & Eisert, 1982). Two assumptions were implicit in this goal first, that the employee must be made aware of and be punished for an initial act(s) of non-compliance in order to prevent subsequent act, and, second, that the employee would, if given the opportunity within the three-or four-step process, rehabilitate his/her conduct/performance to an acceptable level.

In most progressive discipline systems, the "time" is designed to fit the "crime" Typically; first-time offenders of organizational rules are given verbal warnings. Subsequent violations are followed up with a second, more drastic step, such as a written reprimand or counseling statement, or even temporary suspension. Usually, following the third or fourth violation, the employee is warned that termination is likely if the non-compliance is not eliminated.

Within the private sector, and within the past three decades, a new and more affirmative employee discipline system has been applied in the workplace. These new affirmative systems emphasize three (3) essential elements: trust between manager and employee, open communication between manager and employee, and employee participation in the discipline process.

2.1.11 Effect of Incentives on Workers Attitude to Work

Although employee attitudes such as satisfaction are not a major determinant of job performance (Spector, 2003) but contribute to (or discourage) absenteeism, reduction in the wastages, industrial accidents and they help establish the culture of the organization (Edward, 2009) Four major generalizations about employee attitudes and incentives as noted by Edward (2009) are (i.) Employee satisfaction is influenced by how much is received and how much the individual thinks should be received. (ii.) Employee satisfaction is affected by comparisons with what happens to others. (iii.) Employees often misperceive the incentives of others. (iv.) Overall job satisfaction is affected by how satisfied employees are with both the extrinsic and the intrinsic rewards they derive from their jobs.

Adequate incentives have been found to be one of the means through which organization can adopt to motivate and increase their workers' performance. There are many studies that

examine the monetary and nonmonetary incentives and their effects on organizational variables (Al-Nsour, 2012; Scheepers, 2009; Pouliakas, 2008; Pınar, 2008; Arnolds & Venter, 2007; Kaya, 2007; Sezen, 2002). Incentive programs are put in place by various organizations to compensate and reward performance of employees who perform more than expectation (Schiller, 1996). Incentives is a force that cause employees to behave in certain ways and on any given day, they may choose to work as hard as possible at a job, to work just hard enough to avoid a reprimand, or to do as little as possible (Griffin, 2002). Meanwhile, incentives are designed to get the maximum performance from the employees and help retain the most productive among them (Arnold, 2013).

Incentives are an instrumental drive towards employee motivation and performance and it has great benefits and high potentials to motivate workers to put in their best in any giving task (Condly, Richard, Clark, Harold & Stolovitch, 2003). "High productivity may be determined by workers employees' ability to work and therefore employees that are not well rewarded produce less" Koontz (1984) Luthans (1998) divided these incentives into monetary incentives and non-monetary incentives which is also known as financial or non-financial incentives.

Meanwhile, employees could be intrinsically or extrinsically motivated. Intrinsic motivation is an inward drive coming from within the person which makes him to work effectively and efficiently toward the realization of organizational productivity (Ryan & Deci, 2000). It arises from natural psychological needs, such as needs for competence and autonomy (Deci & Ryan, 1985; Kasser & Ryan, 1996). It is a self-generated urge that comes from inside an employee and influences him/her to work harder. They are connected to job related and social incentives such as opportunity to use one's ability, interesting work, recognition of a good performance, development opportunities, a sense of challenge

and achievement, participation in decision making, and being treated in a caring and thoughtful manner among others.

On the other hand, extrinsic motivation exists when behaviour is performed to attain externally administered incentives.

Extrinsic motivation is related to "tangible" incentives such as wages and salaries, fringe benefits, cash bonuses, security, promotion, wall plaques, free dinner or movie tickets many others. (Pattanayak, 2005) Intrinsic and extrinsic incentives are two important tools in ensuring motivation, commitment and satisfaction of employees in the world of work.

Monetary incentives

Monetary incentives are used by employers of labours to retain their best brains and as well compensate them for a job well done and excellence of job performance through monetary form. (Nelson, 2003, Kepner, 2001) The incentive can come in many forms: basic salary, compensation, insurance, profit sharing, retirement plans, employee stock, overtime pay, attendance incentives, competition and contests, output-0riented merit increases, performance Bonuses, piecework, safety incentives, suggestion Awards among others (Pattanayak, 2005; Cole, 2002; Kepner, 2001). Monetary incentive is used to describe incentive-payment plans which ties incentives directly or indirectly to productivity standard (Ubeku, 1975; Alaba & Owodunni, 2007).

Non-monetary Incentives

Nonmonetary incentives are to reward employees for excellence job performance through opportunities (Kepner, 2001). It usually come in form of more enabling authority, award, participating in the management, promotion, holidays, better working environment, written recognition, gifts, formal dinners, informal parties, plaques, etc. (Ellis & Pennington, 2004; Spector, 2003; Chaing & Birtch, 2008; Hijazi, Awar & Mehbood, 2007).

2.1.12 Organizational Commitment and Employee Performance

Organizational commitment is one of the job related attitudes which has attracted the minds of scholars and practitioners in the field of Human Resources Management due to the impact it has on employees and organizational performance (Robbins, 2005). The literature suggests that individuals become committed to organizations for a variety of reasons, including an affective attachment to the values of the organization, a realization of the costs involved with leaving the organization, and a sense of obligation to the organization (Meyer & Allen, 1997). Boehman, (2006) and Brown (2003) viewed organizational commitment as multidimensional in nature, involving an employees' willingness to exert effort on behalf of the organization, the degree of goal and value congruency with the organization, and desire to maintain membership. Organizational commitment is a bond between an employee and the employer (Chen & Hseeh, 2006), and the more favourable an individual's attitudes toward the institution, the greater the individual's acceptance of the goals of the organization, as well as their willingness to exert more effort on behalf of the organization.

Performance, therefore, is the outcome of actions with the skills of employees who perform in some situation (Prasetya & Kato, 2011). According to Suhartini, (1995) employee performance is a mutual result of effort, ability, and perception of tasks. Good performance is step towards the achievement of organizational aims. Hence more struggles are required to improve the organizational performance. Negin, Omid and Ahmad, (2013) affirmed that Organizational commitment can improve employees' performance and raise organizational overall competitiveness.

Organizational commitment continues to be one of the most popularly researched subjects as it has significant effects on job performance and turnover (Chen & Francesco, 2003) and subsequently on organizational performance. Chen and Aryee (2007) affirmed that

commitment of employees is an important instrument for improving the performance of the organizations. Adekola, (2012) defined commitments as being a positive evaluation of the organization and the organizations goals. According to Goutam (2004) defined commitment as being a bond between an individual (the employee) and the organization (the employer). Miller and Lee (2001) identified three types of commitment that are, affective commitment which measures an employee's emotional attachment to, identification with, and involvement in the organization, normative commitment reflects pressures on an employee to remain with an organization resulting from organizational obligations. Continuance commitment refers commitment associated with the costs that employees perceive are related to leaving the organization.

Employees' performance is one of the most studies variables with the impact of the independent variables on it in the administrative sciences, because it plays an important role in the performance of the organizations, and is considered the launching point towards the success and sustainability of the organization (Vratskikh et. al., 2016). Employees' performance is the efficiency and effectiveness of the employees' daily duties in order to meet the expectations of the customers, and performance is the effectiveness of the employees' procedures that help achieving the goals, effectiveness and efficiency are two of the vital elements of the employees' performance (Sultana et. al., 2012, Iqbal, 2015). Or it is the level of employees' implementation of their skills, knowledge, and bearings or their trends toward achieving the desired results and the expected goals (Okoth, 2014). Performace depends on a mix of ability and effort, acquired opportunities, it is the sum of behavior and its results, the ability of the one to achieve the results by the submitted effort in certain circumstances. Thus, performance is the result of the relation between; effort, ability, tasks, and acquired opportunities, and it is the quality and quantity of the work results achieved by the employee while fulfilling

his tasks according to his responsibilities (Maharani et al., 2013، Razi: 2017، Gungor, 2011).

Employees' performance is defined as behavioral responses reflecting what the employee learned or trained on, and is the result of the mental, psychological, and is the interaction of the employee's behavior, and this behavior is determined by the interaction of the employee's effort and abilities in the organization (AlSaawi, 2014). Performance is defined as the record of the results gained in a job or wwork activity during a specific period of time (Razi, 2017). Performance is an expression of the information to evaluate the success of the work in achieving the goals (Darsana, 2014), the organization always has a bigger chance to develop and grow when the performance of its employees is more efficient and with higher quality (Razi, 2017). Employees' performance can be measured using many indicators including quality, and it can be measured using a percentage of what the employee accomplished of his tasks, or the accuracy of the work he did compared to other work. One of the indicators is the satisfaction of the customers, where it can be measured by the number of customers who are loyal to the organization or by the customers' suggestions and complaints (feedback). It also can be measured using timelines, by calculating the speed of completion of a job or when giving the employee a specific task, also the ratio of presence and absence, in addition to that it can be measured by the ratio of achieving the goals innovatively (Njanja, 2013).

Miller and Lee (2001) identified three types of commitment; affective commitment, continuance commitment, and normative commitment. According to the authors Affective commitmentis defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals. Mathew and Shepherd (2002) further characterized affective commitment by three factors (1) "belief in and acceptance of the

organization's goals and values, (2) a willingness to focus effort on helping the organization achieve its goals, and (3) a desire to maintain organizational membership".

Mowday, Porter, and Steers (1982) as cited in Hueryren and Dachuan (2012) identified that highly committed employees perform better than less committed ones. They went further to say at least five factors consist of organizational commitment, that is, a strong intention to maintain membership within the organization, an acceptance of the organizational major goals and values, a positive evaluation within the organization, an intention to work toward organizational goals, and a willingness to exert considerable effort on behalf of the organization.

There have been varying concepts of performance and Armstrong and Baron stated that "if you can't define performance, you can't measure it". Thus, in other to measure it, one must clearly define it. The challenge among Private Sector managers is that it entails behaviour, results, or both. Performance is referred to as being about doing the work, as well as being about the results achieved (Otley, 1999). Performance is a multidimensional construct, the measurement of which varies, depending on a variety of factors that comprise it (Fitzgerald and Moon, 1996). According to Meyer et al (2003), performance management aligns the goals of the individuals employees to those of the organization with which they are associated. Others argue that performance should be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions (Rogers, 1994). It is important to determine whether the measurement objective is to assess performance outcomes or behaviour. Therefore, an organization should distinguish between outcomes (results/output), behaviour (the process) and appropriate performance measurement devices. (Mwita 2000)

Campbell (1990) subscribes to the premise that performance is behaviour and should be distinguished from the outcomes because they can be contaminated by system factors, which are outside the control of the performer.

What is implied in Campbell's argument is that performance measurement can only focus on an individual/group's final output, if and only if, system factors are controllable. In contrast, Edis (1995) argues that performance is something that the person leaves behind and that exists apart from the purpose.

This study adopts a comprehensive view of that performance is achieved if it is defined as embracing three interrelated variables: behaviours (processes), outputs, and outcomes (value added or impact). Bromwich (1990) and Mwita (2000) also support this view by arguing that performance means both behaviour and results and that behaviours emanate from the performer. Conceivably, behaviour, results and value-added are inseparable and interdependent variables. They are all important in performance management schemes. The next stage is to pinpoint the attributes of performance that managers have to be aware of when managing and measuring performance.

Performance Management Model

The Performance Management (PM) model is defined within the context of private sector organizations as a systematic, data-oriented approach to managing people at work that relies on positive reinforcement as the major way of optimizing performance (Daniels, 1989). It is a ``value-adding'' process of organizational performance (Slater et al., 1998). Furthermore, you must develop a way to measure these behaviours and their results, and determine the methods for changing or modifying the current behaviour if necessary. The final steps are to use those methods, evaluate the results and give feedback to performers.

Data-oriented means that an organization must use performance data to evaluate the effectiveness of the strategies employed (secondary objectives) to achieve the primary objectives (Fitzgerald et al., 1991).

Performance management is an integrated set of planning and reviewing procedures, which cascades down through the organization to provide a link between each individual and the overall strategy of the organization (Rogers, 1994). Similarly, the NAHT (1991) described Performance management as ``a process that links people and jobs to the strategy and objectives of the organization''. The emphasis put across by the NAHT is that through PM individual jobholders: Have greater clarity about what their organization is trying to achieve; Understand what is expected of them in their job; Are entitled to regular feedback on how well they are doing; Have continuous support from their managers; and Have an opportunity to assess their overall performance achievements over a given period.

The term PM refers to any integrated and systematic approach to improving organizational performance to achieve corporate strategic aims and promote its mission and values (Edis, 1995). This implies that a PM system aims at improving the results of people's efforts by linking these to the organization's corporate objectives. That is, PM is the means through which employees' performance can be improved by ensuring appropriate recognition and reward for their efforts, and by improving communication, learning and working arrangements as stipulated in the balanced scorecard model. Other aims of performance management seek to, determine training and development needs, appraise past performance, align objectives, develop individual competencies, assist

career planning decisions, link pay to performance, and assess future potential/promotion prospects. The rest include discipline/dismiss non-performing staff, change organizational culture, retain high calibre staff among other set of performance objectives. (Nankervis et al 2006).Installing PM in an organisation entails creating and supporting the ``achievement culture'' and thus ensures that effort is generated that results in performance which in turn results in real achievements. By ``achievement culture'', it means a combination of performance orientation and professional excellence, Edis (1995). Thus, a clear understanding by every member of the organization's mission and values, and what it wants to achieve. Its success depends on managers developing a style that promotes achievement with the right motivation ``or positive reinforcement'' and performance-based information-set from the management accounting system. Effective performance management requires a system that is fair and that employees trust its fairness in terms of procedure and the potential benefits arising from its evaluation.

Mwita, 2000) indicated that management accounting and other performance measurement practices need to be evaluated not just from an economic perspective, but also from a social, behavioural and managerial perspective, within an overall organizational context. Thus, the need to strategic PM demands an approach that recognizes the importance of a focus on both results (primary objectives) and the means to achieve these results (secondary objectives). According Rotundo (2002), performance evaluation ensures open communication and employee commitment which also provide critical feedback about an organization's business process. The new leadership principles should unlock the full potential of managers and employees in order to enable the organization to react in an appropriate way and as quickly as possible to new chances and risks in the market environment, (Jürgen, 2001). Some people mistakenly assume that performance management is concerned only with appraising and rating a board, management and

staff's performance. Actually, this activity is only one part of the overall process. Jürgen H. Daum, (2001) indicated that Performance management is the systematic process of planning work and setting expectations, continually monitoring performance, developing the capacity of workforce to perform, periodically rating and recording performance recognizing and rewarding good performance.

Performance Measurement

Performance management invariably becomes the process by which Performance measurement is acted upon (Micro strategy website). Performance measurement is the process whereby an organization establishes the parameters within which programmes, investments, and acquisitions are reaching the desired results (Wikipedia). A further definition of performance Measurement is the use of data and statistics to ascertain whether the objective of and organization is being met or exceeded. Organizations measure performance by analyzing financial and non-financial metrics over time, across departments, between different entities (e.g. employees, organizations, investments, systems), and against benchmarks and targets to gauge success.

To correctly measure for performance success, the benchmarks and targets comparisons must be aligned with the corporate strategic goals. The ultimate purpose of measurement is to improve performance. Behn (2003), gives eight reasons for measuring performance; to evaluate, control, budget, motivate, celebrate, promote, learn and to improve performance. Performance measurement enables organizations to assess their progress and identify strengths and problem areas. A simple example of performance measurement is the measurement of time to meet deadlines of targets.

Performance Measurement Theories and Practices

Without performance measurement systems in place, organizations are unable to report, analyze and monitor the progress towards goals and objectives. There are many existing theories for applying performance measurement to an organization's processes and output (e.g. The Balanced ScorecardMethod). These theories and applications provide feedback that ultimately drives an organization to improve its operations and services, in line with the specifically defined organizational objectives.

A performance problem occurs when an employee is failing to obtain the results expected of him or her, or falling short of the goals and objectives for the job. Performance problems occur in many forms, and can range from simple poor productivity, to absenteeism, which could negatively affect the work of others.

However, it's important to distinguish between performance issues that negatively affect the company, and employee actions that may simply be annoying to the manager or other employees. Some employees may have certain habits that do not impact on their value, but simply annoy people. These are not really performance problems, per se. In assessing whether there is a real performance problem, a good question to ask is: "What effect does "it" have on the company, or work unit, in terms of goal achievement." Or, "If we do nothing about this "problem", will there be any negative outcomes?" Bacal & Associates –

Performance Appraisal (June, 2006)

Causes of Employee Poor Performance

Eby (2005), indicated that there are three main reasons for poor performance and these include communication, conditions and consequences. She stated that to determine

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whether poor communication is contributing to performance problems, there is the need for managers and supervisors to assess whether their employees are aware of what is expected of them and that this could be done by communicating to the workers through staff meetings, written announcements and one-on-one basis. Michele Eby also stated that maintained that managers should regularly offer feedback and walk the talk by ensuring thattheir actions reinforce the company's priorities and values. According to her, "If you have done your job right, a poor performing employee, given an opportunity to improve, will view termination as the fitting outcome for failure to do so. But, if your employee is surprised, you didn't do your job well enough then, there was a breakdown in communication. The truth is that, as a manager, you have control over work performance. You influence your employees' work – good and poor - every day". She also stated that it's true, not every employee will improve. Maybe the job isn't right for that person. Or, maybe the employee just doesn't want to improve.

But before you give an employee their walking papers, you should know you did everything you could to help them succeed. And, the first step is trying to determine whether there is an underlying reason for the performance problem. To determine whether working conditions are contributing to performance problems, Michele Eby was of the view that managers should ask themselves whether their employees have enough time to succeed, have all the tools they need to succeed and lastly whether the employees are well trained to be able to carry out their jobs. To find out whether consequences are contributing to performance problems, Michele Eby believed that managers should let their employees know and understand that what they (employees) do matters the manger and that the manager should regularly offer praises and recognition for good work done. She, however, cautioned that managers should have the will to challenge employees to

improve performance when necessary and communicate the consequences for failure to improve.

Bacal and Associates, (June, 2006) pointed out that when trying to identify the causes of poor employee performance it's absolutely critical that all the causes be examined. Even something like "poor employee motivation", something that would appear on the surface to be related to employee characteristics, is heavily influenced by the work environment. A work environment can be frustrating or demoralizing, so apparent poor employee motivation can itself be caused by a poor working environment. According to them, the most common pitfalls for managers, when trying to identify the cause of a performance problem (diagnosing) involves making what is called a "attribution error". That is, they attribute the cause of the problem to the employee, in its entirety, assuming that the productivity problem is caused by a deficit in the employee and only a deficit in the employee".

Of course, this can be true and accurate, but it can also be (a) completely wrong, or more likely (b) only partially accurate. The reality is that many performance problems occur as a result of the system in which the person works. For example, an employee may be less productive over time if the tools she or he is given are faulty, poor or inadequate. Certainly, that will not be the fault of the employee, and it's not something the employee can even control.

In many situations, performance problems are jointly caused. That is, the causes lie both with the employee and the environment or system and that includes managerial behaviour. It must be noted that managers should not rush to judgment and attribute a productivity problem solely to the employee. It's unfair to do so, and what's worse, you

aren't likely to be able to fix the problem unless you also look at the work environment. When diagnosing performance look at employee factors as contributors and the bigger picture. Once there is a performance issue or performance problem with a specific employee, the very first step involves mapping out that problem in more detail. It's very helpful to know when the problem occurs, under what conditions, and the impact the problem has on your business or work-unit goals and responsibilities. The more you understand the nature of the problem, the more likely you will be able to step in and help eliminate it (Bacal & Associates, June, 2006).

2.1.13 Job Satisfaction and Staff Conduct

Job satisfaction is the most widely investigated job attitude as well as one of the most extensively researched subjects in Industrial and Organizational Psychology Judge and Church (2000). Job satisfaction has been linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction. According to Judge and Klinger (2007) a common idea of job satisfaction and discipline has been that, to some extent, the emotional state of an individual is affected by interactions with their work environment. They further argued that, people identify themselves by their profession, such as a doctor, lawyer, or teacher. Hence, a person's individual well-being at work, therefore, is a very significant aspect of research.

Bernstein & Nash (2008), job satisfaction has emotional, cognitive and behavioural components. The emotional component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging. Finally, the behavioural component includes people's actions in relation to their work. These actions may include being tardy, staying late, or pretending to be ill in

order to avoid work (Bernstein & Nash, 2008). Mueller & Kim (2008) have identified two types of job satisfaction which are based on the level of employees' feelings regarding their jobs. The first, and most studied, is global job satisfaction, which refers to employees' overall feelings about their jobs. The second is job facet satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-worker. According to Kerber and Campbell (1987), measurements of job facet satisfaction may be helpful in identifying which specific aspects of a job require improvements. The results may aid organizations in improving overall job satisfaction or in explaining organizational issues such as high turnover (Kerber & Campbell, 1987).

In the application of the rules of discipline there should be consistency if good work attitude that enhances job satisfaction is to be achieved (Emiola, 2000). Considering Emiola's view, Ukeje (2002) posited that inquiry into the application of educational rules sometimes de-motivates staff and have its concomitant effect on the job satisfaction of staff andthe institution. Based on the above assertion, Miskel (1988; cited in Igwe, 1999) affirmed that a direct positive relationship exist between lecturers' job satisfaction level and attitude to work. He enumerated a number of characteristics which are relevant to a person's need fulfillment and job satisfaction as nature of work, pay, promotion, staff development, working conditions among others.

Ibanga (2004) declared that a staff attitude to work correlates with his satisfaction or dissatisfaction because a happy worker makes sure he puts in his best while a disgruntled staff is known to be unproductive or produces below his potential capacity or ability. It is therefore this assuming importance of the role discipline and attitude in staff job satisfaction is examined.

Time and Attendance System in Organization

Time and Attendance (TNA) is a Software System that collects data from the clocking terminals in real-time, allowing managers to have instant access to employees' clocking times as they arrive or leave work. There are many forms of TNA Systems but they stand to achieve common objectives. If employees forget to clock in or out, the system will automatically alert the user of this in an errors list. A missing clocking can be manually inserted and a reason may be recorded. If a clocking is amended, the original is kept for reference. All manually edited data is clearly marked on screen and on reports. Similarly, daily and weekly hours can be added, changed or removed, again with a full audit log of who made the change and when.

Discrepancies as a result of lateness, missed breaks, leaving early and absence are all automatically highlighted or generated by the system. The system can also be used to set up or flag up any types of anomalies that may be relevant to the business. These may be things like minimum daily hours not reached for full payment or disallowing unexpected employee clocking at a particular time, among other things. It provides an employee list and also acts as a real-time status list and that can indicate whether the employee is in or out of the building. The employee screen provides access to an employee's time and attendance information, employee record, leave records and human resources information. One of the most useful and widely used areas within the TNA software is the graphical leave planners. They allow Management to determine a 12 month rolling view for one employee and a department, branch or skill and avoiding too many employees of a certain type of skill being away at the same time(Vizual Management Solutions Ltd, 2010).

2.1.14 Electronic Access Control System in Organizational work and Performance

Today's electronic access control systems have to go beyond simply locking and unlocking doors. You need an access control system that gives you information and control to run your business more efficiently.

Electronic access systems can help ensure that only the right people have access to your business. No matter the size or commerce, an access control system can be just as important to your bottom line as it is to your security, Clocking Systems, (February 2010). The human communities are living the information age now due to the revolution of information technology and knowledge burst because of the modern communication networks. It is the world of knowledge and information technology now, and what we see now of practical and scientific achievements in the different aspects of life have one main cause in common which is the availability of information and its technical methods that helped eliminate the time and place barriers allowing innovation towards better future (BelQasem: 2014). The information transformation in light of the economic, political, social, and technical variables participated in achieving a basic and qualitative change in the environment of the public and private business institutes as a vital instrument and one of the institutes' resources to achieve the strategic and relative competitive advantage, develop the institutes, enhance the quality of work, and implement the work strategies and operation management efficiently in the various activities practiced by the institutes on the ground (AlTaei: 2009, AbuAloush: 2015).

The efficiency of the management depends on the quality of the managerial decisions it makes which has great importance compared to other managerial practices, and it is

considered the backbone of the management, that's why the correct information is needed to help the management in making the decisions in the right form and time to deal with the work challenges and its consequences, and accelerate the procedures and facilitate accessing the services provided by the management, so the costumer care won't be an unavoidable evil (Badreddin:2015, Irtaimeh et al,.: 2016). The 21st century witnessed huge steps in the increasing use of the different technological instruments including the modern technologies of information and communication, this digital and information revolution represents a chance for the small and medium organizations to make a large step toward developing its innovative and creative potential and integrate into the international virtual economy, applying the instruments of this modern technology is necessary to make the best use of its efficiency and processing speed to give the desired results in a short time without the mistakes done by the human in his changing and unstable environment (AlKhawaldeh and AlHunaiti,:2008) (Sommer And James: 2004 ،abualoush et al.,:2017). Due to all that, the organization considers information technology and organizing the information as a necessary requirement to overcome the increasing challenges faced, and avoid the recession that could lead to losing some of the market share if it didn't keep up with the new developments in the different fields. It became common and usual to do many applications in the different functions of the organization (productive, marketing, commercial and others like; budgeting, following the receiving and paying accounts, users management, stock management, production planning,…etc) using computers in a short period of time, so organization management doesn't depend on intuition and prediction, but depends on scientific methods. This intervention will list some software and will also focus on the the problems facing the users of these software especially the needed database which the user can't obtain, and will try to focus on some of these software that is rich in its content and illustrate how to

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use it in the applied aspect in the decision making process in the small and medium organizations (BelQasem: 2014).

The availability of modern information systems participates efficiently in achieving the goals and strategies of the organizations globalization and fulfilling the desires of the organization in order to continue and stay up to date. This trend insures the following indicators: (Qandeel, 2004) (Abu Ashour and AlNemri, 2013)

- Information systems and technologies are considered an effective instrument to reduce the cost of the production elements.
- Participate in the innovation to create new opportunities in putting up new products.
- Improve the customer services by fulfilling the needs in the least time possible.
- Reduce the time and the effort needed to finish the procedures due to the ease of retrieving the information.

It also helps revealing the deviations sooner to prevent its aggravation and put the needed treatment. In the same time, Khammas (2002) assured the importance of information management in the last three decades where it became the motive to enhance its presence in all commercial and services public institutions, due to the role it plays when applied, and this gave it extra advantages. AlWadi and AlWadi (2011) indicated the importance of the technical and scientific progress, and the continuous push to raise the quality of the outcomes and assure the safety of the procedures, where the time factor is the main competitive aspects between organizations and it is not accepted to delay the execution of operations, and that is because the opportunities are linked to the time element, thus, the importance of the electronic management is in:

- The ability to deal with huge amounts of information.
- The ability to deal with great numbers of users and beneficiaries.

- Facing the increase of information and controlling it.

- The necessity of continuous communication among employees within the work domain.

- The trend toward using the technical progress and depending on information in decision making.

2.2 Empirical Studies onDisciplinary Measure on Staff Conduct and Performance in Organization

The process of discipline, including how it is given, who enforces it, and the decisions made about it, sets the stage in an organization. The disciplinary process has an effect on the perceptions and behavior of both the employee disciplined and the observers or bystanders in the workforce. Cooke (2006) examined the disciplinary process using case studies in nursing. Interviews were conducted with 144 stakeholders in the discipline process (directors, managers, quality managers, human resource managers, union representatives, disciplined staff nurses or staff nurse observers).

The study collected and analyzed 76 disciplinary case studies in nursing and found the following types of outcomes in their findings: "resignation(17), dismissal(12), moved/demoted(9), long term sick leave(9), verbal written warning(8), exoneration/case dropped(5), retraining(4), suicide(1), unresolved/unknown (11). Additionally, the researcher found that outcomes were impacted by the way the hearings were conducted and led to 70 high rates of attrition among nurses. Cooke found "no clear evidence" that discipline improved the nurse's performance and further discussed how the stress on nurses caused them to leave the organization due to "stigma of disciplinary action".

Patrick (2015) carried out a research study on workplace discipline: A catalyst for organizational productivity in Nigeria; the objective of the study was to empirically examine the relationship between workplace discipline and organizational productivity in

Nigeria. The methodology employed for the study was cross sectional survey method. The population for the study comprises of 225 managerial and supervisory staff randomly drawn from a purposely selected 15 manufacturing organizations operating within the six states of the south-south region of Nigeria using Kretche and Morgan sample determination table of 225 respondents which were drawn from a total population of 550 employees across the organizations. The study revealed that a high correlation coefficient between workplace discipline and organizational productivity in the organizations that were covered in the south-south region of Nigeria. The result shows that workplace discipline which are often neglected by some management is critical for the success of any going concern. The study recommended that management of organizations should demonstrate high level discipline to attract a reciprocal disciplinary behaviour from all employees. Also supervisors and leaders of organization are tasked to show committed discipline so as to achieve unalloyed loyalty from fellowship at work.

Chris and Saliu (2012) examined the attitudes of workers towards disciplinary actions in business organizations on one hundred and five (male & female) workers drawn from International Breweries Plc, Ilesha, Nigeria. The research design employed for the study is the survey research design. The study adopted stratified random sampling technique in the selection of the subjects. Fifteen subjects were drawn from each of the seven department of the company. Questionnaire method was used to collect relevant data for the study in which a 5 – point Likert type scale was used ranges from strongly agree (SA) to strongly disagree (SD). Items 1-10 are positive statements and are scored from 5-1 in that order, while items 11-20 are the reversed (negative) statements of the earlier ones and are scored from 1-5 in that order also.

Copies of questionnaire were administered in each department / unit and the data collected were subjected to t-test statistical analysis. Each of the three hypotheses

postulated were tested at 0.05 level of significance and the results showed that: There is no significant difference between workers sex and their attitudes towards disciplinary actions. There is a significant difference between job level and attitude towards disciplinary actions. There is no significant difference between marital status of workers and their attitudes towards disciplinary actions. On the basis of these findings, the study recommended that employees should be adequately inducted concerning organization policies and rules.

Victor and Maurice (2012) carried out a study on the influence of staff discipline and attitude to work on job satisfaction of Lecturers in tertiary institution in Cross River State. A forty-item four point-liker survey questionnaire was used for data collection. A total of 400 lecturers (200 males and females) out of a population of over 2,000 were chosen. Four (4) hypotheses were formulated for the study. The data generated was analyzed using Person Product Moment Correlation Analysis and Analysis of Variance (ANOVA). The result of study revealed that lecturers who have high, moderate, or low perception of how a staff is disciplined do not differ in their level of job satisfaction. Also, lecturers' attitude towards classroom teaching, lecturers' attitude towards the tasks of disciplining students, lecturers' attitudes towards supervision of instructions and lecturers' attitude towards classroom management do not significantly relate to their job satisfaction. The study recommend that, *inter-alia*: to ensure appropriate staff discipline there is need for an enabling teaching environment to be created. Lecturers should be properly rewarded for their effort through improve conditions of serves. In-service training for all lecturers should be made compulsory to enhance their job satisfaction.

The design adopted for this study is ex-post-facto. The data was analyzed using Pearson product moment correlation coefficient and analysis of variance (ANOVA). The result of the analysis showed that staff discipline, attitude to work influenced their job satisfaction.

Wedaga (2012) carried out a research study on assessment of the effect of disciplinary procedures on Employee punctuality and performance at Anglogold Ashanti (AGA), obuasi mine. The methodology in terms of data collection involved mainly the use of questionnaire. In all, 211 self-administered questionnaires were sent out to employees in the Mining, Processing and Human Resource divisions. Out of this number, 126 copies questionnaire were given to respondents in the Mining division, 65 to respondents in the Processing division whilst the remaining 20 were also given to employees in the Human resource division. A total number of 179 questionnaires were received from respondents. Out of the 179 received, 170 were valid for the analysis. These 170 responses were analyzed using Microsoft Excel and the final results then presented in tables, bar graphs and pie charts. The study revealed that employees have knowledge of disciplinary procedures in AGA and how they can transform employees positively to fit into the working environment. Other findings indicated that the impact of disciplinary procedures on punctuality and performance is positive. Though effectiveness of the disciplinary procedure is high, there are challenges such as inability of management to educate workers on disciplinary procedures, inconsistency in the application of disciplinary procedures and above all unnecessary interruptions by the union. It is upon the basis of the above findings that the researcher recommends that the company should educate workers on disciplinary procedures and other work related matters.

2.3   Theoretical Framework

This study adopts The Red-Hot-Stove-theory. The Red-Hot-Stove-theory is a devise for rational discipline credited to Douglas Mcgregor, (1967). Heinemann and Hilgart (1977) as cited in Mataimaki (2007). He described the Red-Hot-Stove rule as thus: The rule that

draws a comparison between touching a hot stove and experiencing discipline. When once one touches a hot stove, the reaction is immediate and with question of cause and effect

There was warning since everyone knows what happens if one touches a stove when it is hot. The result is consistent; every time a person touches a hot stove, he gets burnt. One gets burnt because of what he/she has done by touching a hot stove, not because of who he is but the act. The comparison between a hot stove and discipline is apparent. Discipline should be directed against the act and not against the person.

However, the question is, do supervisors in the public service and by extension Nasarawa Geographic Service practice the red-hot stove rule in administering discipline? Does discipline staff harbor resentment afterward as a result of feeling that the actions of supervisors or organization were not justified?

Let us examine the four basic elements of the red-hot-stove rule as enumerated by Douglas McGregor and practiced in the public service.

According to Heimann and Hilgert (1977 cited in Mataimaki, 2007) "immediacy means that as soon as an offence is notice, a supervisor proceed disciplinary action as speedily as possible while avoiding haste which might lead to unwarranted actions. The public service rules as adopted recognize the need for immediacy as prescribed by rule 04104 (a), which provides; " it shall be the duty of every officer to report any case of misconduct that comes to his/her notice to an officer superior to the officer involved".

It is the responsibility of the superior officer to discipline his subordinate if it is within his powers to do so otherwise, he should report the matter to the appropriate person or agency that the authority. In the public service in general, and the FMC Keffi in particular, the practice rarely benefits from the element of immediacy. This element, according to Heinemann and Hilgert 1977 cited in Mataimaki (2007) is required in a disciplinary

framework in "order to maintain discipline and to have employees accept disciplinary action as fair." It is essential that staff know in advance what is expected of them and what the rules and regulations are. Hackett, in an attempt to further clarify the point above, "it is not enough to specify what the rules are" as above, as contained in the public service rules and other extant rules and regulations, " you must also make sure that, staff and management are aware of them, understand them and aware of the consequences of any breach of them.

Heinemann and Hilgert 1977 cited in Mataimaki (2007) argued that, consistency of discipline means that each time an infraction or infringement occurs, appropriate disciplinary action is taken while inconsistency lowers the morale of staff and diminishes there respect for the supervisors.Discipline cannot be easily imposed without causing the person being disciplined to feel resentful and aggressive.

2.4Summary

In this chapter, the various concepts of indiscipline, staff discipline and the concept of disciplinary measures,the relationship betweenorganizational commitment and employee performance in connection to discipline and indiscipline were discussed. The study adopts theory of Red-Hot-Stove-theory.

CHAPTER THREE

METHODOLOGY

3.1   Research Design

The study uses survey research design. The study employed the design due to the fact that the data for the study will be collected from the primary source using a questionnaire.

3.2   Population and Sampling Technique

The population of this study constitutes the entire staff of Nasarawa Geographic Servicewhich is made up 2,583 personnel. However, for the fact that all the staff of Nasarawa Geographic Servicecannot be understudied; the study focus on the selected staff as a sample for the study.

Based on this, the sample size is 273. This is selected using the simple random selection.

3.3   Methods of Data Collection

The study make use of questionnaire (structured in open and closed-ended) and interview method. These was designed to obtain information from the respondents. The questions in the questionnaire were primarily framed and revolved around the hypotheses that are meant for the research. The questionnaire consist of two sections:

Section A: This section consists of item questions on the demographic characteristics of the respondents

Section B: This section consists of item questions relevant to the hypotheses formulated and the research questions.

The data will be collected using a five point Likert scale questionnaire. The scale is structured in a manner that the respondents score an item four (4) if they strongly agree

with the statement; three (3) if they agree with the statement without any strong inclination; two when the respondents disagree with the statement they score it two (2) and lastly, a score of one (1) for strongly disagree.

3.4   Procedure for Data Analysis and Model Specification

The dataset will be extracted from the questionnaire and subjected to statistical analysis. The data would be analyzed using Pearson product moment correlation coefficient and analysis of variance (ANOVA).

Model specification

$$SID = \alpha + \beta WFB + \varepsilon \qquad\qquad 1$$

$$SID = \alpha + \beta DM + \varepsilon \qquad\qquad 2$$

$$SID = \alpha + \beta DT + \varepsilon \qquad\qquad 3$$

Where:

$$SID = Staff\ Indiscipline$$

$$WF = Withholding\ Financial\ benefit$$

$$DM = Demotion$$

$$T = Termination\ of\ appointment$$

3.5   Justification of Methods

The regression model is used for the first hypothesis because it involves a test of the relationship while the descriptive statistic t-test is adopted because it is more suitable for cases of differences in the mean of two variables and small sample sizes of less than 30 (Emaikwu, 2010; Agburu, 2001). The analysis is done using SPSS version 17.

3.6   Summary

This chapter presents the methodology will be adopted for the study. The research design is a survey design. The population of the study will consist of all the staff of Nasarawa Geographic Service. The data for the study were sourced with the aid of a questionnaire while the tool of data analysis will be Pearson product moment correlation coefficient and analysis of variance (ANOVA).

4.1   Introduction

In this chapter of the study, the data collected from the field are presented and analyzed. The data were analyzed using descriptive frequency count and ordinary least square regression. The result of the study is also discussed in line with previous studies.

4.2   Causes of Staff Indiscipline

Table 4.1 Favoritism is a major cause of indiscipline in the organization

Opinion	Responses	Weight of Response	Percentage
Strongly agree	128	512	58
Agree	96	288	32
Disagree	32	64	7
Strongly disagree	16	16	3
Total	273	896	100

Source: Field Survey, 2018

The table 4.1 shows the responses to the effect of favoritism on staff indiscipline in the organization. The majority of the respondents as indicated by their percentage response of 58% for strongly agree and 32% for agreeing. This implies that favoritism

on the part of management causes staff indiscipline. On the other hand, 7% disagreeing and 3% strongly disagrees.

Table 4.2 Lack of communication of policies and norms causes staff indiscipline in the organization

Opinion	Responses	Weight of Response	Percentage
Strongly agree	72	288	39
Agree	80	240	31
Disagree	104	208	28
Strongly disagree	8	8	1
Total	273	752	100

Source: Field Survey, 2018

The result presented in table 4.2 shows that 39% of the respondents strongly agree lack of communication of policies and norms causes staff indiscipline in Nasarawa Geographic Service. This opinion is also supported by another 31% who also agree with the statement. On the other hand, 28% disagree with the statement.

Table 4.3 Lack of good leadership causes staff indiscipline in the organization

Opinion	Responses	Weight of Response	Percentage
Strongly agree	120	480	58
Agree	88	264	32
Disagree	24	48	5
Strongly disagree	40	40	4

Total	273	872	100

58% of the responses above indicate that poor leadership contributes to indiscipline in the organization. This opinion is also supported by another 32% who also agrees with the statement. On the other hand, 5% disagreeing and another 4% also strongly disagrees that leadership is not the main cause of staff indiscipline.

4.3   Disciplinary Measures Apply by the Organization

Table 4.4 the major disciplinary measure taken by the Organization is Oral/Written Warning

Opinion	Responses	Weight of Response	Percentage
Strongly agree	104	416	52
Agree	88	264	32
Disagree	48	96	12
Strongly disagree	32	32	4
Total	273	808	100

Majority of the respondents are of the view that the commonest disciplinary measure taking by the organization is written query. This view is supported by 52% for strongly agree and 32% for agreeing. Contrary to the above, 12% disagrees and another 4% strongly disagrees with the statement.

Table 4.5 Demotion is a major disciplinary measure

Opinion	Responses	Weight of Response	Percentage
Strongly agree	160	640	73
Agree	32	96	12
Disagree	48	96	12
Strongly disagree	32	32	4
Total	273	864	100

Source: Field Survey, 2018

Another major disciplinary measure taken by the organization is demotion. This expression is supported by 73% of the weight of responses and another 12% agreeing with the statement while 12% disagrees and another 4% strongly disagreeing.

Table 4.6 Dismissal is a major disciplinary measure in the organization

	Responses	Weight of Response	Percentage
Strongly agree	104	416	52
Agree	72	216	28
Disagree	56	112	15
Strongly disagree	40	40	6
Total	273	784	100

Source: Field Survey, 2018

52% of the responses to the above question are of the opinion that the dismissal is a major disciplinary measure, another 28% also agrees with the statement. However, 15% disagree with the statement while 6% also disagrees.

Table 4.7 Withholding of financial benefit is a major disciplinary measure in the organization

	Responses	Weight of Response	Percentage
Strongly agree	96	384	47
Agree	112	336	42
Disagree	24	48	6
Strongly disagree	40	40	5
Total	273	808	100

Source: Field Survey, 2018

The organization also uses the withholding of financial benefits as a serious disciplinary measure. 47% of the responses for strongly agree and 42% for agreeing while 6% are of the opinion that they do not use the withholding of financial benefits and are supported by 5% for strongly disagree.

4.4   Staff Indiscipline and Withholding of Financial Benefit

Table 4.8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878ᵃ	.769	.758	.62255

a. Predictors: (Constant), WFB

Table 4.8 shows the level of relationship between WFB and staff indiscipline. The value of r-squared is 76.9%, which indicates that the relationship is very strong. Only 24% is explained by other factors, not captured in this model.

Table 4.9 Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	1.767	3.674		-4.836	.002
WFB	-1.066	.365	.888	5.110	.001

a. Dependent Variable: SID

Table 4.9 shows that in the absence of withholding financial benefits, the level of indiscipline increases by 1.7 with statistical significance at 0.002. On the other hand, a unit increase in the withholding of the financial benefits of employees reduces indiscipline by -1.866 with a statistical significance at 0.001.

Table 4.10 ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	10.120	1	10.120	23.110	.001[a]
Residual	2.713	7	.388		
Total	12.833	8			

a. Predictors: (Constant), WFB

b. Dependent Variable: SID

The result in table 4.10 shows an F-statistic of 23 and a corresponding p-value of 0.001 which is less than 5%. This result shows that the null hypothesis is rejected. Therefore, withholding of financial benefits reduces cases of indiscipline in the organization.

4.5   Effect of Demotion on Staff Indiscipline

4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726[a]	.527	.291	15.60136

a. Predictors: (Constant), DEM

Table 4.11 shows that there is a strong relationship between staff demotion and indiscipline since the value of R-squared is greater higher than 70%.

Table 4.12 Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	103.462	44.846		2.307	.147
DEM	-8.795	5.888	-.726	-1.494	.274

a. Dependent Variable: SID

The result in table 4.12 shows that in the absence of demotion, staff indiscipline increases by 103.46, however, without statistical significance. On the other hand, a unit increase in the level of staff demotion in the organization results in a decrease in the level of indiscipline by 8.795 which implies a negative relationship between the variables. However, the result has no statistical significance.

Table 4.13 ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	542.995	1	542.995	2.231	.274[a]
Residual	486.805	2	243.402		
Total	1029.800	3			

a. Predictors: (Constant), DEM

b. Dependent Variable: SID

Table 4.13 shows the ANOVA table. The result indicates that the value of F-statistic is 2.231 which is very small. Also, the p-value of 0.274 which is greater than 5%. Based on the result, the relationship between demotion and staff indiscipline is not significant.

4.6 Termination of Appointment and Staff Indiscipline

Table 4.14 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970[a]	.941	.911	5.53017

a. Predictors: (Constant), Tap

The table 4.14 shows that the r-squared value is 94%. This result indicates that there is a strong relationship between staff indiscipline and termination of staff appointment. The result shows that the model is fit and capable of explaining the relationship between the two variables.

Table 4.15 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	64.514	5.540		11.646	.007
	Tap	-2.247	.399	-.970	-5.628	.030

a. Dependent Variable: SID

Table 4.15 shows the impact of termination of staff appointment on staff indiscipline. The result indicates that a unit increase in the value of termination of appointment results in a 2.25 decrease in the level of staff indiscipline in the organization.

Table 4.16 ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	968.634	1	968.634	31.672	.030[a]
Residual	61.166	2	30.583		
Total	1029.800	3			

a. Predictors: (Constant), Tap

b. Dependent Variable: SID

Table 4.16 shows the ANOVA table. The F-statistic is 31.67 and the corresponding p-value is 0.03 which is less than 5%. The result implies that the relationship between the two has statistical significance.

4.7 Discussion of Findings

The study examines the efficiency of disciplinary measures in curtailing staff discipline in Nasarawa Geographic Service. The results from the various questions indicates that the main causes of indiscipline in the organization are: favouritism of the part of managements and heads, lack of proper communication of policies and norms of the organization and lack of good leadership. When an organization fails to address these issues it causes indiscipline. This finding is also in line with the earlier studies Nnoli (2008) and Daukee (2010).

The study found a negative relationship between withholding of financial benefits/salaries and staff indiscipline. This finding implies that when an organization withhold the financial benefits of the defaulter, it reduces their tendencies to repeat such offence again. The finding is in support of the earlier finding by Edward (2009).

The study also found that a demotion of defaulting staff reduces the tendencies of them to repeat such offences again. This finding is in line with a priori expectations that when staff are demoted as a result of indiscipline, it reduces their changes of

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repeating similar offences again. The study is also in line with that of Franklin and Pagan (2006).

Lastly, the study also found that termination of offending staff appointment reduces cases of indiscipline in the organizations as indicated by the negative coefficient of determination. This finding is also in line with the findings of Bernstein and Nash (2008)

4.8   Summary of Findings

In this study, it was found that the major causes of staff indiscipline are: favouritism of the part of managements and heads, lack of proper communication of policies and norms of the organisation and lack of good leadership. It was also found that demotion, termination of appointment and withholding of financial benefits has negative influence on the staff indiscipline.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Summary

The task of management to get work done through and with people remains attainable in any organization through the co-coordinated effort of their disciplined and committed members towards achieving organizational goals and objectives. But in a situation where indiscipline overcome the affairs or activities of the organization that lead to disorderliness in which members of an organization conduct themselves without respect to the rules and regulations and subordinating their needs and desires to the overall needs of the organization, then productivity suffer. The main objective of the study is to examine the efficiency of disciplinary measures in curtailing cases of staff indiscipline.

The study reviewed the concepts of indiscipline, staff discipline and the concept of disciplinary measures,the relationship betweenorganizational commitment and employee performance in connection to discipline and indiscipline were discussed.   The study adopts theory of Red-Hot-Stove-theory.

The study uses descriptive survey research design. The population of the study is 2583 out of which a sample of 231 is selected using Yaro Yammaie formula. Simple percentages and regression analysis where used to analyses the data.

It was found that the major causes of staff indiscipline are: favouritism of the part of managements and heads, lack of proper communication of policies and norms of the

organization and lack of good leadership. It was also found that demotion, termination of appointment and withholding of financial benefits has negative influence on the staff indiscipline.

5.2   Conclusion

Indiscipline could pose a serious challenge in the productivity and quality of services rendered in an organization. Based on the findings of the study it arrives at the following conclusions:

When management is not seen by employees to be equitable and apply the principle of justices in its dealings with employees, a sense of perceived favouritism will arise which could lead to cases of indiscipline. Again, another factor considered to be a serious contributing factor is when an organization fails to properly inform its employees of the policies and norms of the organization, thus resulting in the breach of those policies.

It is also conclude that, the use of disciplinary measures like demotion, termination of appointments and withholding of financial benefits reduces cases of indiscipline but this might not be able to reduce cases of apprehension and low morals which on the other hand in the long run are capable of reducing the quality of services provided by the employees.

5.3   Recommendations

In line with findings of this study, the study makes the following recommendations:

The organization should in the first place make sure new and existing employees should be made to understand the culture, policies and norms of the organization through training. This will make them to be adequately informed of the actions that are regarded as indiscipline act. The management on its part should avoid practices that could cause rancor and apprehension like favouritism.

While the use of disciplinary measures like withholding of financial benefits, demotion and termination of appointments could be effective in curtailing cases of indiscipline, this is likely to be effective only in the short time. In the long run, employees could become used to it and find ways of avoiding them. Thus management should employ other diplomatic approaches like sanctions, and non-promotion of the employees in the required time.

5.4   Suggestion for Further Studies

The study of disciplinary measure in relation to staff conduct in Nasarawa Geographic Service and by extension other government agencies is very important to researchers, employers of labour, management team and employees of various institutions particularly in Nigeria. The researcher therefore suggests that more studies should be carried out on impact of disciplinary measures as it affect staff conduct in organizations using more advanced statistical tool like structural equation model, comparative analysis of different kind in Nigeria and how they affect successful as well as smooth operation should also be studied. It is also suggested that future studies should take care of delimitations and limitations of these and fill the gap that might be in this study.

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APPENDIX 1

Department of Business Administration,

Faculty of Administration,

Nasarawa State University Keffi,

22nd October, 2019

Dear Respondent,

LETTER OF INTRODUCTION

In pursuance of the requirements for the award of Master of Business Administration (MBA) Degree in Business Administration, I am writing on a research topic entitled "Impact of Disciplinary Measure on Staff conduct inNasarawa Geographic Information Service (NAGIS)"

Please kindly assist in providing the relevant information needed in the attached questionnaire.

Any information given will be treated with strict confidentiality and will be used only for academic purposes.

Thank you for your anticipated cooperation.

Yours faithfully,

AGARA, Mary Ali

NSU/ADM/MBA/HRS/0018/16/17

QUESTIONNAIRE

IMPACT OF DISCIPLINARY MEASURES ON STAFF CONDUCT AND PERFORMANCE IN NASARAWA GEOGRAPHIC INFORMATION SERVICE (NAGIS),

SECTION A: DEMOGRAPHIC INFORMATION

1) Gender/Sex of Respondent

Male	Female

2) Age of Respondent

Under 18 years	18 – 45 years	46 – 60 years	Above 60 years

3) Marital Status of Respondent

Single	Married	Divorced

4) Educational Status:

Non-formal ED	Primary ED	Secondary ED	Tertiary ED

5)How long have you been working in this organization?

        Less than 1 year   2-5 years   5- 10 years   above 10years

6)Position _____

SECTION B:

7) Favouratisim is a major cause of indiscipline in the organization

Strongly Agree	Agree	Disagree	Strongly Disagree
128	96	32	16

8) Communication of policies and norms causes staff indiscipline in the organization

Strongly Agree	Agree	Disagree	Strongly Disagree
72	80	104	8

9) Lack of good leadership causes staff indiscipline in the organization

Strongly Agree	Agree	Disagree	Strongly Disagree
120	88	24	40

10) Major disciplinary measure taken by the Organization is Oral/Written Warning

Strongly Agree	Agree	Disagree	Strongly Disagree
104	88	48	32

11) Demotion is a major disciplinary measure

Strongly Agree	Agree	Disagree	Strongly Disagree
160	32	48	32

12) Dismissal is a major disciplinary measure in the organization

Strongly agree	Agree	Disagree	Strongly disagree

104	72	56	40

Withholding of financial benefit is a major disciplinary measure in the organization

Strongly agree	Agree	Disagree	Strongly disagree
96	112	24	40

Thank you very much for your co-operation

APPENDIX 3

RESULTS OF ANALYSIS USING SPSS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878[a]	.769	.758	.62255

a. Predictors: (Constant), WFB

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	1.767	3.674		-4.836	.002
	WFB	-1.066	.365	.888	5.110	.001

a. Dependent Variable: SID

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.120	1	10.120	23.110	.001[a]
	Residual	2.713	7	.388		
	Total	12.833	8			

a. Predictors: (Constant), WFB

b. Dependent Variable: SID

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726[a]	.527	.291	15.60136

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726[a]	.527	.291	15.60136

a. Predictors: (Constant), DEM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	103.462	44.846		2.307	.147
	DEM	-8.795	5.888	-.726	-1.494	.274

a. Dependent Variable: SID

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	542.995	1	542.995	2.231	.274[a]
	Residual	486.805	2	243.402		
	Total	1029.800	3			

a. Predictors: (Constant), DEM

b. Dependent Variable: SID

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970[a]	.941	.911	5.53017

a. Predictors: (Constant), Tap

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	64.514	5.540		11.646	.007
	Tap	-2.247	.399	-.970	-5.628	.030

a. Dependent Variable: SID

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	968.634	1	968.634	31.672	.030[a]
	Residual	61.166	2	30.583		
	Total	1029.800	3			

a. Predictors: (Constant), Tap

b. Dependent Variable: SID