TITLE PAGE

IMPACT OF DISCIPLINE ON EMPLOYEES PERFORMANCE IN KADUNA SOUTH LOCAL GOVERNMENT AREA, KADUNA

BY

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BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT, COLLEGE OF BUSINESS AND MANAGEMENT STUDIES, KADUNA POLYTECHNIC, KADUNA

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KADUNA POLYTECHNIC**

DECLARATION

I hereby declare that this research project was carried out by me under the guidance and supervision of **Mal. Hussaini A. Giwa** of the Department of Business Administration and Management, Kaduna polytechnic. All authors whose work has been referred to in this project have been duly acknowledged.

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APPROVAL PAGE

This research project work was written by me **Yagana Adam Waziri** with registration number **KPT/CBMS/19/47076** and submitted in compliance with the established policy of the Department of Business Administration and Management, College of Business and Management Studies (CBMS), Kaduna Polytechnic, Kaduna. It has been read and approved to meet the requirement for the award of Higher National Diploma in Business Administration and Management.

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DEDICATION

This research work is dedicated to Almighty ALLAH.

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First and foremost, my sincere thanks and gratitude goes to Almighty ALLAH for giving me the opportunity of becoming what I am today, and had made it possible for me to overcome all the hurdles, up to this happy moment.

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ABSTRACT

This research project is conducted to examine the impact of discipline on employee's performance in Kaduna south local government area, Kaduna. The objectives of the study was: to determine the extent to which indiscipline has influenced the performance of employee in an organization and also to identify the major causes of staff indiscipline in most organizations in Nigeria. To achieve the stated objectives, a survey research design was adopted for the study. The population of the study comprises of Top management, Middle management, Lower management and other workers which stood at 160 respondents, and a sample size of 113 were drawn for the study. Findings shows that, existence of good work discipline will produce good employee performance, on the contrary if the work discipline is not good it will produce poor employee performance too. It was concluded that Indiscipline can harm organization in many ways therefore prevention is always better then cure. For brining discipline in the organization there should predefined rules, regulation and code of conduct. Once employees become well aware about what could be the outcome of indiscipline if they commit then only it will restrict them not to do undesired behaviour. Hence recommended that, management should attend swiftly to the yearnings and grievances of its staff. Management should try as much as possible to create opportunities that would meet the needs of their staff. This would go a long way to spur oneness and

adherence of rules and requirements and also employees, especially those at the junior position, should be adequately monitored. Moreover, the management of Kaduna south local government area should ensure that credible and qualified personnel are admitted to the service.

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Discipline in an organization ensures productivity and efficiency. It encourages harmony and co-operation among employees as well as act as a morale booster for the employees. According to Fenley [2018] the management of workplace discipline remains a key problem in employee relations, and is one of the most discernible sources of conflict at work. Decenzo and Robbins [2019] define discipline as the conditions in the organization where employees conduct themselves in accordance with the organization‟s rules and standards of acceptable behavior. Redeker [2019] explains that discipline aims to create and maintain mutual respect and trust between management and the employees. He further notes that discipline may have long term cost to the company if it is not well managed and these include legal costs, time lost in preparing or attending court cases, reduction in productivity and expense associated with replacing staff.

Discipline is very essential for a healthy industrial atmosphere and the achievement of organizational goals. Various disciplinary management

mechanisms can be manipulated in the organization which includes positive and negative reinforcement of expected behavior in the organization. Organizations can do this through the use of the employment code of conduct, rewarding good behavior, punishing undesirable behavior and other indirect methods of putting trust among employees. Discipline in an organization ensures productivity and efficiency. It encourages harmony and co-operation among employees as well as act as a morale booster for the employees. Monnapa, [2017]

Odiagbe (2018) looks at discipline as "a normal behavior or codes of conduct based on principles of natural justice which modifies or controls behavior to reduce misbehavior and makes organizational goals accomplishment possible. This point shared by Harris (2016) who believes that discipline is "the process of training workers so that they can develop self-control and become more effective in achieving organizational goals". He goes further to say that "the purpose of the supervisory imposed disciplinary process in the development and furtherance of the type of performance from the individual employee that will be conducive for the achievement of organization goals.

The key word with these two scholars is goal, thus discipline is seen as a tool whose effective use can result in the realization or accomplishment of organizational goal. Harris [2016] argues that both positive reward and negative penalties could be used to encourage the desired behavior. He sees discipline as giving reward or punishment. To him discipline should be visualized as the development of the ability to analyze situations to determine what the correct behavior is and to decide to act favourably in advance receiving specific reward or penalties.

Knight [2019] therefore defines discipline as a pattern of behavior which can be traced back from a particular training. This behaviour is portrayed by a person in order to demonstrate his personal traits. An employee, for example reflects a particular behaviour in a workplace situation and his behavior contributes towards attaining his or her goal at the organization. Dumisan, [2016] define discipline as a system of rules and mechanism for ensuring that disciplinary codes are followed. This implies that every organization has its rules and regulation "dos and don'ts". Observance of these sets of rules in itself is discipline.

In the view of Odeyemi [2017], 'Discipline also refers to punitive actions or measures taken by an organization against erring worker, it is punishment

for wrong doing by an employee. Discipline has some purpose which includes correcting the erred employee, re-directing of staff to the set objectives and to prevent future occurrence of such misdeed by either the affected staff or the prospective victim. It serves as a preventive and deterrent measure against diversion of attention and goals. Disciplinary measures are guided by basic principle so as to accomplish its desired purposes in an organization.

Odiom [2018] observed that that 'a fair degree of predictable behavior is needed from individual(s) for the achievement of organizational goals and objectives. One of the means in ensuring decorum, progress and effectiveness in organization is discipline. Where there are no proper disciplinary procedures for erring officers there will be a dislocation of effective organizational functionality.

1.2.   Statement of the Problem

Disciplinary issues in most organizations have been handled in a way that creates conflict and hatred in the workplace. In most cases, disciplinary measures are being used as punitive rather than corrective purpose.

Apart from this, the effectiveness of disciplinary measure rests on effective rules and regulations, most times rules are violated, protocol jumped and

procedures avoided, these seriously undermines the effectiveness of discipline measures especially in public organizations where violation of laws is at the highest. This has made the disciplinary actions less effective and invariably affects the organization negatively

Majority of the employee who pursue their issue win most of the labour cases such that the organizations end up reinstating them, which ultimately affect organizational performance. Organizations therefore have not been able to use disciplinary systems that aim at correcting behavior without hurting the worker

1.3. Objectives of the Study

The main objective of the study is to determine the impact of staff discipline on employees performance in Kaduna south local government area, Kaduna. The specific objectives are:

i. To determine the extent to which indiscipline has influenced the performance of employee in an organization.

ii. To identify the major causes of staff indiscipline in most organizations in Nigeria.

iii. To identify the nexus between transparent disciplinary procedures and eradication of gross indiscipline in an organization.

iv. To investigate into those factors hindering the effectiveness of discipline measure in public organization.

v. To suggest possible recommendations that would enhance a more effective discipline system in public organization in Nigeria

1.4 Research Question

i. To what extent does indiscipline has influenced the performance of employee in an organization?

ii. What are the major causes of staff indiscipline in most organizations in Nigeria?

iii. What are the nexus between transparent disciplinary procedures and eradication of gross indiscipline in an organization?

iv. What are those factors hindering the effectiveness of discipline measure in public organization?

v. What are possible recommendations that would enhance a more effective discipline system in public organization in Nigeria?

1.5. Significance of the Study

Discipline is highly instrumental to effective employee performance. However, sequel to the fact the current level gross indiscipline in public organization is alarming and its attendant effects on the performance of

public organizations in Nigeria makes this study imperative. Therefore, the researcher considers it significant to bring to light the relevance of employee discipline on employee performance. Thus, this study will reveal the impact of effective disciplinary measures on both employee and organizational performance.

It is believed that this study will contribute to existing body of knowledge and it will be highly beneficial to management of both private and public organizations, the general readers and future researchers who may be interested in this kind of research work

1.6. Scope of the study

This study focuses primarily on an appraisal of the impact of employee discipline on employee performance, specifically; the interest of the study will be restricted on Kaduna south local government, due to time and finance constraints. Thus, the investigation of the study will be conduct within the Kaduna South Local Government Area, Kaduna and the focus of the study will be on members of staff of the local government. This study covers the period of 2017-2021.

1.7. Definition of Terms

Performance

Performance is the consistent ability to produce results over prolonged period of time and in a variety of assignments. Its elements include effectiveness, efficiency, productivity, quality and behaviour. Performance can thus be tangible or behavioural. It also implies output in relation to a job done or practice undertaken.

Employee

Personnel otherwise known as employee are the body of men and women who are employed to accomplish a particular task or render a particular service in an organization and are being paid for the work done or service rendered

Discipline

Discipline as a system of rules and mechanism for ensuring that disciplinary codes are followed. This implies that every organization has its rules and regulation "dos and don'ts". Observance of these sets of rules in itself is discipline.

Organization

This is a body of people assembled together to accomplish a specified or predetermined objective

Appraisal

This is a judgment, assessment or evaluation of the value of something especially a formal one

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Discipline refers to the actions imposed by an organization on its employees for failure to follow the organization's rules, standards, or policies. Traditional approaches to discipline, based on punishment, are known to promote adversarial relationships between leaders and followers. A more effective approach now being used by many companies recognizes good performance and encourages employee commitment to the organization and its goals. Once employees see the discrepancy between actual and expected performance, the burden is on the employee to change. Even with more positive approaches to discipline, organizations still need to have some form of disciplinary procedure, whether formal or informal, that carries successively stiffer penalties for repeated or more serious offenses.

2.1 Conceptual Framework

2.1.1. Concept of Staff Discipline

According to Richard, (2016), "Discipline may be considered as a force that prompts individuals or groups to observe the rules, regulations and procedures which are deemed to be necessary for the effective functioning of an organization". William and Edward, (2019), define discipline as "the force that prompts an individual or a group to observe the rules, regulations and procedures which are deemed to be necessary to the attainment of an objective, it is force or fear of force which restrains an individual or a group from doing things which are deemed to be destructive of group objectives. It is also the exercise of restraint or the enforcement of penalties for the violation of group regulations".

In the opinion of Ordway, (2018), "Discipline is the order, members of an organization who adhere to its necessary regulations because they desire to cooperate harmoniously in forwarding the end which the group has in view". Thus, discipline can now be defined as a condition in the organization when employees conduct themselves in accordance with the organization's rules and standards of acceptable behavior.

Cooke (2017) said that since discipline means systematically conducting the business by the organizational members who strictly adhere to the essential rules and regulations. These employees/organizational members work together as a team so as to achieve organizational mission as well as vision and

they truly understand that the individual and group aims and desires must be matched so as to ensure organizational success

Cooke (2012) maintained that disciplined employee will be organized and an organized employee will be disciplined always. Employee behavior is the base of discipline in an organization. Discipline implies confirming with the code of conduct established by the organization. Discipline in an organization ensures productivity and efficiency. It encourages harmony and co-operation among employees as well as acts as a morale booster for the employees). In absence of discipline, there will be chaos, confusion, corruption and disobedience in an organization.

In short, discipline implies obedience, orderliness and maintenance of proper subordination among employees. Work recognition, fair and equitable treatment of employees, appropriate salary structure, effective grievance handling and job-security all contribute to organizational discipline. According to Cooke (2016) Discipline is viewed from two angles/dimensions:

1. **Positive Discipline:** Positive Discipline implies discipline without punishment. The main aim is to ensure and encourage self-discipline among the employees. The employees in this case identify the group objectives as their

own objectives and strive hard to achieve them. The employees follow and adhere to the rules and regulations not due to the fear of punishment but due to the inherent desire to harmonize in achieving organizational goals. Employees exercise self-control to meet these goals.

2. **Negative Discipline:** Employees adhere to rules and regulations in fear of punishment which may be in form of fines, penalties, demotions or transfers. In this case, the employees do not perceive organizational goals as their own goals. The action taken by the management to ensure desired standard of behavior/code of conduct from the employees in an organization is called negative discipline. The fear of punishment prevents the employees from going off-track.

2.1.2 Disciplinary Procedures

The performance of any organization depends on the commitment and determination of its human capital. To make both employers and employees be committed to each other and for the progress of the organization, Companies have designed disciplinary procedures to harness, enhance and encourage all employees to cultivate and maintain standards of conduct, attendance and job performance. Some of these procedures are being made available to employees in employee handbooks whilst others are being displayed in the offices of such

organizations. In the ideal situation, they should apply to all employees and must be consistent and fair to all in the organization.

United States Marines Corps (2019) said that 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. The word discipline comes from a Latin word "disciplinary" which means "the practice of training people to obey rules or code of behavior, using punishment to correct disobedience. Discipline actually means to groom a person's behavior, 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 (2017) 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, behavior 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.

2.2. Employee Performance

According to Mangkunagara (2019) reveals that the term is derived from the performance of job performance or the actual performance (performance or achievements of someone actually achieved). An employee's performance is important, as well as determine the effectiveness of a company's performance. If the employee's performance is not good, then the company's performance is not automatically good (Iskamto et al., 2020) .

According to Armstrong and Baron in Wibowo (2016) states that the performance of the work is the result of work that has good relations with the strategic objectives of the organization, keeputusan consumers, and contribute to the economy. Job performance is a result of work achieved in executing, completed the work assigned (Iskamto et al., 2019).

Performance is defined as achievement, demonstrating an activity or action and carry out the required tasks. Understanding the performance often associated with job performance (Supardi, 2016). is the level of achievement of performance on certain tasks implementation. Fahmi (2018) the performance is the result obtained by a good organization that is profit-oriented organizations and non-profit oriented generated during a period of time. Armstrong in Fahmi (2017) performance is the result of

work that has a strong relationship with the organization's strategic objectives, customer satisfaction and contribute to the economy.

2.3. Performance indicators

According Wibowo (2017) indicator- an indicator of job performance are:

1. Ability or skill to work, the ability to master the subtleties of the work and be able to solve problems with a good job.

2. If craft or craft an employee diligence in doing the job.

3. Compliance work that an employee compliance with procedures or regulations to do the job.

The quality of work that is the perfection of the work, neatness, correctness working procedures, fatigue and speed of work.

5. Relations of cooperation that is quality of work that requires cooperation and how the interests and abilities.

6. Initiatives or initiatives that combine the capabilities of mind, effort and trying to start something without being asked.

7. Leadership is the ability to plan, implement, and control all activities in the field of duty and able or capable to guide, encourage and be an example subordinates.

8. Responsibility, which is trying to finish the job with good results, on time and be able to act together in harmony and honest in performing the task.

2.4. Work Discipline

According Rival (2018) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to raise awareness and willingness to comply with all company rules and social norms in force. Handoko in Sinambela (2016) discipline is the willingness of someone who presents with his own consciousness to follow the rules that apply in the organization. Husnan in Sinambela (2016) is the discipline of each individual as well as groups that ensure compliance with orders and take the initiative to perform a necessary action if no command.

Davis in Sinambela (2016) through improved management discipline to strengthen and implement the organization's

guidelines. Singodimedjo in Sutrisno (2016) discipline is the attitude of readiness and one's willingness to obey and comply with regulatory norms in force in the vicinity. Latainer in Sutrisno (2016) defines discipline as a growing force in the body of employees and cause employees to adjust to the voluntary decisions, regulations, and high values of work and behavior.

2.5 Disciplinary Procedure

The steps in the disciplinary procedure generally follow graduated steps including a verbal warning, written warning, final written warning, and dismissal. However, in cases of gross or serious misconduct it is permissible to start at stage 4 of the procedure.

However, other sanctions apart from the nuclear option of dismissal should be considered by the employer. Alternatives might include a transfer to a different part of the workplace, different role, or demotion.

Keep in mind that an employee can be suspended on pay pending investigation but would only be suspended without pay pending an appeal of a dismissal.

Stage 1-Verbal warning

Generally an employee should receive a verbal warning for a first transgression.

Even though the employer is "only" giving a verbal warning, it is still part of a formal disciplinary process and the principles of natural justice, fair procedures, and equity/fairness would apply at all times.

This would involve a meeting with the employee at which the employee could bring a colleague or other representative. There is no right to bring a legal representative, unless the employer agrees.

This may be a trade union representative, even though the employer may not formally recognise or engage with the union. His role will be as a minute taker and witness, not an advocate or spokesperson.

At the meeting the employee should be advised of what the problem is and invited to respond and explain his actions.

There should be no rush to judgement by the employer as the meeting is investigatory.

Stage 2-First Written Warning

The first written warning can be issued within the period of time advised for monitoring after the verbal warning, provided there is no improvement in conduct or performance.

Before issuing it the employee should be invited to another meeting, told of the transgression, and given the opportunity to respond.

The written warning will then be issued and last for another 3 months. This warning should also clearly set out the nature of the problem, suggest solutions such as retraining, and advise of the possible sanctions (including dismissal) if no improvement is observed within the 3 months.

The employer should again afford all reasonable assistance to the employee to help him improve conduct and/or performance. However the empo9yer must be mindful of his duty of care to other employees also.

Stage 3-Second Written Warning

If the required improvement is not forthcoming within the 3 month period after the 1st written warning then a 2nd written warning may be issued. This

is entirely a matter for the employer and it is common for many employers to only issue a 1st and final written warning.

This warning is done in a similar fashion to the other 2 warnings referred to above but you would consider giving a 6 month monitoring period to allow improvement.

Stage 4-Final Written Warning

If the required improvement is not happening then a final written warning would be issued with a 12 month monitoring period.

The letter confirming this warning will advise that if there is no improvement or if the bad behaviour/performance is repeated then dismissal will occur.

This warning letter will be the final one prior to dismissal so it is important that it is well drafted as it will be scrutinised closely by the employee and probably his legal advisor.

This letter should only refer to the matters which have been the subject of the disciplinary procedure to date, not other matters which have never been put to the employee.

Stage 5-Dismissal or action short of dismissal

If there is no improvement after the final written warning then dismissal is the likely outcome. A meeting should be called and the employee and his representative invited.

The employer should remind the employee of the behaviour/conduct that has led to this point, the repeated transgressions/failure to improve performance sufficiently, and that the dismissal is in accordance with the disciplinary procedure.

The employee should be given the opportunity to appeal within 14 days. He should also be given a letter confirming the dismissal and the right to appeal, the time period for appeal, and who to appeal to.

2.6   Meaning Employee Discipline

Discipline is the orderly conduct by an employee in an expected manner. It is the force or fear of a force that deters an individual or a group from doing things that are detrimental to the accomplishment of group objectives. In other words, discipline is the orderly conduct by the members of an organisation who adhere to its rules and regulations because they desire to cooperate harmoniously in forwarding the end which the group has in view. Good discipline means that employees are willing to abide by company rules and executive orders and behave in the desired fashion. Discipline implies the absence of chaos, irregularity and confusion in the behaviour of a worker. According to Calhoon, 'Discipline is a force that prompts individuals or groups to observe rules, regulations and procedures which are deemed to be necessary for the effective functioning of an organisation'.

Violation of rules, regulations, procedure and norms is considered as misconduct, that is, any act which is inconsistent with the fulfilment of the expressed and implied conditions of service—or is directly linked with the general relationship of the employer and the employee—has a direct effect on the contentment or comfort of men at work or has a material bearing on the smooth and efficient working of the organisation concerned.

Every organisation wants its employees' behaviour to be in conformity with the required system which it has prescribed in order to achieve the organisational goals. Thus, in brief, discipline is orderly conduct by the employee in an expected manner. The purpose of discipline is to encourage employees to behave sensibly at work, that is, adhere to rules and regulations. Disciplinary action is called for when an employee violates one of the rules.

Richard D. Calhoon- "Discipline is the force that prompts individuals or groups to observe rules, regulations, standards and procedures deemed necessary for an organization." Discipline means systematically conducting the business by the organizational members who strictly adhere to the essential rules and regulations.

These employees/organizational members work together as a team so as to achieve organizational mission as well as vision and they truly understand that the individual and group aims and desires must be matched so as to ensure organizational success.

A disciplined employee will be organized and an organized employee will be disciplined always. Employee behaviour is the base of discipline in an organization. Discipline implies confirming with the code of conduct

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

In absence of discipline, there will be chaos, confusion, corruption and disobedience in an organization. In short, discipline implies obedience, orderliness and maintenance of proper subordination among employees. Work recognition, fair and equitable treatment of employees, appropriate salary structure, effective grievance handling and job-security all contribute to organizational discipline.

Therefore discipline means securing consistent behaviour in accordance with the accepted norms of behaviour. Simply stated, discipline means orderliness. It implies the absence of chaos, irregularity and confusion in the behaviour of workers. According to Richard D Calhoun, discipline is defined as "a force that prompts individuals or groups to observe the rules, regulations and procedures which are deemed to be necessary for the effective functioning of an organization."

2.6.1 Concepts: Positive and Negative Concepts of Employee Discipline

There are two concepts of discipline-positive concepts and negative concepts. Positive discipline means a sense of duty to observe the rules and

regulations. It can be achieved when management applies the principles of positive motivation along with appropriate leadership. It is also known as cooperative disciplines or determinative discipline.

It involves creation of an atmosphere in the organisations whereby employees willingly can form to the established rules and regulations. According to Spriegel, "positive discipline does not replace reason but applies reason to the achievement of a common objective. Positive discipline does not restrict the individual, but enables him to have a greater freedom in that he enjoys a greater degree of self-expression in striving to achieve the group objective, which he identifies as his own."

Here, Peter Senge's idea of personal mastery, systems thinking and mental model is applicable. System thinking is concerned with a shift of mind from seeing part, to seeing the whole, from seeing people as helpless reactors to seeing them as active participants in shaping their reality, from reacting to the present to creating the future, personal mastery, entails developing the self with commitment to truth.

Mental models are our perception of the world. The positive concept of discipline assumes a creation degree of self-discipline. The concept of

discipline is related to the idea of "self-actualization" at work which represents higher order need satisfaction of employees."

On the other hand, negative discipline is known as punitive or corrective discipline. Under it penalties or punishments are used to force workers to obey rules and regulations. The objective is to ensure that employees do not violate the rules and regulations. Negative disciplinary action involves techniques such as fines, reprimand, demotion, layoff, transfer etc.

Negative discipline requires regular monitoring causing wastage of valuable time. In the negative concept of discipline, disciplinary action implies punishment Also punishment causes resentment and hostility. Satisfactory results cannot be obtained, however if discipline is perceived only in terms of control and punishment.

While exercising negative discipline, management should proceed in a sequential manner, viz. an oral reprimand, a written reprimand, a warning, temporary suspension and dismissal or discharge.

2.6.2 Relevance of Employee Discipline from the Point of View of an Individual, a Work Group and an Organisation

Importance of discipline in organizations can hardly be overemphasized. Orderly behavior is necessary for achieving the organization's objective. In the absence of discipline, no enterprise would prosper. If discipline is necessary even in a nuclear family or in a homogeneous unit, how can an industrial organization with heterogeneous people, work smoothly without discipline.

When an employee is at fault, the management has to take disciplinary action. Discipline is said to be good when employees follow willingly the instructions of their supervisors and the various rules of the company. Discipline is bad when employees either follow rules and regulations unwillingly or actually disobey them.

Poor discipline advises the need of correction. The fundamental reason for taking disciplinary action is to correct situations that are unfavorable to the company. Basically, discipline is a form of training. When disciplinary problem emerges, it may be as much management's fault as the workers. Many disciplinary problems grow out of management's failure to inform employees what is expected of them.

The term 'discipline' has unpleasant associations with punishment but with the addition of the "just cause" concept involving a limitation on the

employer's right to discipline and discharge. The word has been extended to embrace a system of training and education of both employee and his supervisor, designed to achieve orderly conduct.

2.6.3 Factors to Consider in Discipline:

When all the employees follow the rules and regulations of the company, the question of indiscipline does not arise. Some employees fail to accept the norms of responsible-employee behavior, thus calling for disciplinary action.

To be fair and equitable the following factors need to be analyzed:

1. Seriousness of the Problem:

The manager must assess how serious is the indiscipline. For example, sexual harassment is more serious than late coming.

2. Duration of the Problem:

It must be known for how long the problem continues or how often this happens. First time offence may be less serious than subsequent offences of longer duration.

3. Nature of the Problem:

The pattern of the problem calls for more attention. It must be known whether it is a part of emerging problem or a continual problem. Continual problem is a serious one.

4. External Influence:

Sometimes a disciplinary problem may arise which is external to the employee. For example, an employee may fail to appear for an important meeting or performance appraisal due to some accident.

5. Degree of Familiarity:

The organization with formal written rules governing the employee conduct is more justified in strictly enforcing disciplinary action taken than the organization where the rules of conduct are informal or vague.

6. Disciplinary Practices:

There must be well laid out procedure in assessing disciplinary problems. Equitable treatment must take into consideration the previous actions taken against the employees for similar type of disciplinary violations.

7. Management Support:

When the affected employee takes the issue to higher authorities, the manager must be having adequate reasons/data to defend his actions. The disciplinary action is not likely to carry weight if the violators believe that they can challenge the manager's decisions.

2.7 Work Discipline Indicators

Basically, a lot of indicators that affect the level of discipline of employees of an organization, According Rival in Sinambela (2017) that the indicators of labor discipline are as follows:

1. **Presence.** It is becoming a fundamental indicator for measuring discipline, and usually employees who have a low work discipline accustomed to late in the work.

2. **Adherence to the work regulations.** Employees who obey work rules will not neglect the work procedures and will always follow the guidelines set by the company.

3. **Adherence to standards of work.** This can be seen by the amount of responsibility mandated employee against him.

4. **High level of vigilance.** Employee has a high vigilance will always cautious, calculating and accuracy in work, and always use something effectively and efficiently.

5. **Working ethically.** Some employees may behave rude to customers or engage in inappropriate behavior.

2.8. Factors Affecting Work Discipline

According to Keith Davis in Mangkunagara (2019), there are several factors that affect labor discipline, namely:

Working hours. Working hours are hours of work place and the employee comes home from work that has been set by the company.

2.9   Work Discipline influence on Employee`s Performance

Discipline is one of the important factors in an organization. According to as an important factor for the discipline will affect the performance of the employees in the organization (Simatupang, 2018). The higher the discipline of employees, the higher the performance that can be achieved. Discipline is a reflection of the magnitude of one's responsibilities in performing the tasks assigned to him are encouraging one's work.

According Sutrisno (2015) labor discipline on employees (employee) is necessary because of what the objectives of the company (organization) will be difficult to achieve in the absence of labor discipline With the discipline of good work will affect and create good working conditions for improving the performance of employees (Mangkunegara 2018). According Hasibuan (2019) states discipline must be enforced in an organization. Without the support of

employee discipline / good employee, it is difficult organization to realize its objectives. So discipline is the key to the success of an organization in achieving its goals. Meanwhile, according Hariandja (2019) states that the increase of discipline into any part in the management of human resources as an important factor affecting the performance boost.

2.10   Empirical Review

Wurim, (2019), investigated on talent management and employee performance in public sector organizations of Nigeria. The researcher adopted survey design and a sample of 349 top, middle and low level management staff of five public sector organizations in Nigeria. Using the Kruskal-Wallis test statistic in analyzing the data, the study revealed that the implementation of proper talent management practice in Nigeria public organizations where they exist, significantly impacts on employee performance, because it is another form of motivation.

Owoyemi and George, (2018) studied on the use of objective performance appraisal process in enhancing employee performance in public sector agencies in Nigeria. Using a sample of 220 employees of the public sector agency in Nigeria, the study found that there was a significant relationship between

appraisals and employees' performance and that in order for the organization to achieve set objectives, a good reward system for high performance must be established.

Holloway (2010) determined performance management from multiple perspectives and the essence of taking stock. The study adopted a cross disciplinary approach. The findings of the study included the following: in spite of a number of barriers to knowledge transfer, and tensions and gaps within the performance management research portfolio (described in the paper), much progress had been made that will advance further through active involvement with practitioners and cross discipline boundaries.

Hasni and Nura (2014) investigated the relationship between separation and performance management system of academics in Nigerian universities, the mediating effect of e-HRM was equally investigated. As a quantitative research approach, the study found a mediation effect of e-HRM on the relationship between employee separation and employee performance. The result was confirmed through the t-value of 2.4540088 which was statistically significant at 0.05 (a) level.

Ajayi, Awosusi, Arogundade and Ekundayo (2017) carried a study that examined the relationship between work environment and the job performance

of academic staff in South West Nigerian Universities. Survey method was used in the study and 1500 respondents constituted the sample. The study used frequency table, percentage and Pearson product moment correlation coefficient as tools for data analysis. It was found that there was significant relationship between the work environment which included all manner of employee motivation and job performance of academic staff in the universities.

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2.11 Theoretical Framework
1. Bureaucratic management theory

Developed by Max Weber, bureaucratic management theory focuses on structuring organizations in a hierarchy so there are clear rules of governance. His principles for creating this system include a chain of command, clear division of labor, separation of personal and organizational assets of the owner, strict and consistent rules and regulations, meticulous recordkeeping and documentation and the selection and promotion of employees based on their performance and qualifications.

This theory has played a key role in establishing standards and procedures that are at the core of most organizations today.

2. Human relations theory

This theory was developed by Elton Mayo, who conducted experiments designed to improve productivity that laid the foundation for the human relations movement. His focus was on changing working conditions like lighting, break times and the length of the workday. Every change he tested was met with an improvement in performance. Ultimately, he concluded that the improvements weren't due to the changes but the result of the researchers paying attention to the employees and making them feel valued.

These experiments gave rise to the theory that employees are more motivated by personal attention and being part of a group than they are by money or even working conditions.

3. Systems management theory

This theory asserts that businesses consist of multiple components that must work in harmony for the larger system to function optimally. The organization's success, therefore, depends on synergy, interdependence and interrelations between subsystems. According to this theory, employees are the most important components of a company, and departments, workgroups and business units are all additional crucial elements for success.

According to this theory, managers should evaluate patterns and events within the organization to determine the best management approach. They need to collaborate and work together on programs to ensure success.

4. Contingency management theory

Developed by Fred Fiedler, this theory's primary focus is that no one management approach works for every organization. Fiedler suggested that a leader's traits were directly related to how effectively they lead their team. He asserts that there are leadership traits that apply to every kind of situation and that a leader must be flexible to adapt to a changing environment.

5. Theory X and Y

American social psychologist, Douglas McGregor, introduced X and Y theories in his book, "The Human Side of Enterprise," where he concluded that two different styles of management are guided by their perceptions of team member motivations. Managers who assume employees are apathetic or dislike their work use theory X, which is authoritarian. Theory Y is used by managers who believe employees are responsible, committed and self-motivated. This is a participative management style that gives rise to a more collaborative work environment, whereas theory X leads to micromanaging.

2.12 Summary of the Chapter

The term 'discipline' has unpleasant associations with punishment but with the addition of the "just cause" concept involving a limitation on the employer's right to discipline and discharge. The word has been extended to embrace a system of training and education of both employee and his supervisor, designed to achieve orderly conduct.

Poor discipline advises the need of correction. The fundamental reason for taking disciplinary action is to correct situations that are unfavorable to the company. Basically, discipline is a form of training. When disciplinary problem emerges, it may be as much management's fault as the workers. Many disciplinary problems grow out of management's failure to inform employees what is expected of them.

The organization's success, therefore, depends on synergy, interdependence and interrelations between subsystems. According to this theory, employees are the most important components of a company, and departments, workgroups and business units are all additional crucial elements for success.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

The effectiveness of every research work, according to Osuala (2015), lies mostly on the various methods and approaches employed by the researcher in the conduct of the study. In view of this, this chapter shall contain detailed information regarding the various methods and approaches that shall be employed by the researcher for the purpose of this study. The contents of this chapter, however, shall include: the research design; area of study, population of the study, sample size and sampling technique; data collection

techniques; validity and reliability of instrument, and method of data presentation and analysis

3.2   Research Design

The researcher was employed the survey research design in the conduct of this study. This form of research design utilize various survey research tools such as questionnaire and personal interview, capable of providing the researcher with adequate and reliable needed data. It however, enabled the researcher to cover as much as necessary large portion of the research population and have access to adequate opinions, suggestions, ideas and different discoveries on the research topic.

3.2   Area of the Study

The area of this study was Kaduna South Local Government Kakuri, Makera, Kaduna.

3.3   Population of the Study

The population of this study shall consists of all the employees of Kaduna South Local Government, Kaduna. The population of the staff shall comprise of Top management, Middle management, Lower management and other workers which stood at 160 workers.

3.4   Sample Size and Sampling Technique

The researcher were use random sampling technique to draw sample size for the study. Therefore, the sample size for the study is 113 respondents.

The choice of the sample size was be adopted from Krejcie and Morgan table for determining sample size.

3.5   Instruments of Data Collection

The researcher was employed the use of structured questionnaire that allows for a gradual response. The questionnaire was designed using Likert's scale rating of five (5) points ranging from 5, 4, 3, 2, & 1 with a degree of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD) respectively. The choice of this method is because it is less cumbersome and non-complex in nature. It allows respondents to choose from options with a degree of agreeing to the statement or disagree as the case may be. Also, they are easy to administer and help keep the respondent's mind fixed to the subject and facilitate the process of tabulation, analysis and scientific generalizations.

3.6   Validity of the Instruments

The questionnaire formulated for the purpose of this research work was presented to the project supervisor for validation, (Mal. Hussaini A. Giwa) and two other experts. Observations will be effected on the questionnaire before been administered to the studied respondents.

3.7   Reliability of the Instruments

In order to determine the reliability of the instrument (questionnaire), the researcher was employ test retest technique of validity test. In this case, the researcher was first structured the questionnaire and distribute 20 copies to the respondents and retrieved them back in order to assess whether the respondents understand the contents of the questionnaire or not, and make any necessary correction there-from before the administration of the actual questionnaire that were presented and analyzed for the purpose of this study.

3.8   Method of Data Collection

To avoid bias and ensure orderliness, appropriateness and efficiency in questionnaire administration, the researcher will personally administered the questionnaire to the respondents randomly. This is made possible with permission from the Director, Human Resource Department. And also to personally collect back the questionnaire.

3.9   Method of Data Analysis

The data collected was presented in tables of frequency showing the different values of random variables together with their associated or corresponding frequencies; while the analysis are based on the use of Mean Score (x) to ascertain the degree of agreement and disagreement of each statement/variable. The Mean statistical method was made possible with the Likert's Rating Scale of 5 — 1, that is.:

SA Strongly Agreed =   5;

A Agreed =   4;

UD Undecided =   3;

D Disagree =   2;

SA Strongly Agree =   1.

With this method, survey statements are either accepted (agreed) or rejected (disagreed) with a cut-off point of 3.00, derived as shown below:

$$\underline{5+4+3+2+1} \qquad \underline{15} \qquad =\mathbf{3.00}$$
$$\qquad 5 \qquad\qquad 5$$

The formula for mean score is as follows:

Mean (x) = $\sum \underline{fx}$ Where; f = frequency x = rating points

$$\sum f = \text{Total frequency} \sum = \text{Summation}$$

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

Having collected necessary data with the use of questionnaire from the research respondents, the study in this chapter presents and analyses data collected and also discusses the results there-from in order to provide appropriate response to the earlier developed research questions and make appropriate inference of relevant information necessary to achieve the objectives for which the study was undertaken. This chapter contains the presentation and analysis of data, as well as discussion of research findings.

Of the total 113 questionnaires administered only 108 (96.2%) were fully completed and returned back to the researcher.

4.2   Characteristics of Respondents

Table 1: sex

Options	Frequency	Percentage (%)
Male	92	61.3
Female	58	38.7
Total	108	100.0

Source: Field Survey, 2022.

The Table above demonstrates the sex distribution of the study's respondents that is the sampled staff of Kaduna Refining Petrochemical Company (KRPC) Kaduna zonal office, where it was shown that male respondents constitutes 61.3% (92 staff) and the female respondents constitutes 38.7 (58 staff). This however indicates that the male respondents are more than the female respondents.

Table 2: Respondents' level

Options	Frequency	Percentage (%)
Top management	8	5.3
Middle management	30	20.0
Lower level management	49	32.7
Other staff	63	42.0
Total	108	100.0

Source: Field Survey, 2022

From the table above, it shows that 5.3% (8) respondents are top management staff that is, those responsible for strategic planning, 2 0.0% (30) are middle level management which includes those for the partly strategic and partly tactical planning, while 3 2.7% (49) are lower level management staff responsible for operational planning, and the remaining 63 (42.0%) respondents are staff other than those mentioned above. This therefore shows that the respondents constitute employees at every level in the organization.

Table 3: Length of service in the organization

Options	Frequency	Percentage (%)
1 — 5 years	27	18.0
6 — 10 years	69	46.0
11—l5years	45	30.0
16 years and above	9	6.0
Total	108	100.0

Source: Field Survey, 2022

The table 3 above shows the length of service of the staff of Kaduna South Local Government Area, Kaduna. It was shown that 18.0% (27) respondents have used between 1 and 5 years, 46.0% (69) have used between 6 and 10 years, while 30.0% (45) have used between 11 and 15 years, and the remaining 9 respondents representing 6.0% have used 16 years and above in the organization.

4.3 Data Presentation and Analysis

Table 4: Indiscipline has influenced on employee in an organization.

Here, the researcher presents and analyzes the data collected from the respondents.

Table 4.2 .4: Respondents were asked whether Indiscipline has influenced on employee in an organization.

	SA	A	UD	D	SD	Total	Mean	Remark
f	60	20	10	10	8	108		
x	5	4	3	2	1			
fx	300	80	30	20	16	446	4.1	Agreed

Source: Field Survey, 2022

Mean score = $\frac{\sum fx}{}$

$$\sum f$$

$$= \quad \underline{446}$$

$$108 \quad = \quad 4.1$$

The analysis of data in table 4.2.4 above shows a mean score of 4.1 which specifies an adequate response from the respondents agreeing that indiscipline has influence on employee performance in an organization.

Research Question 2: what are the major causes of staff discipline in most organizations in Nigeria

Table 5.

S/N	Statement	SA	A	U	D	SD	Total	Mean	Remark
1.	Unfair Management Practices	18	104	2	20	6	108	3.7	Agreed
2.	Absence of Effective Leadership	31	86	7	17	9	108	3.8	Agreed

3.	Communication Barriers	19	77	4	39	11	108	3.4	Agreed
4.	Varying Disciplinary Measures	42	68	4	25	11	108	3.7	
5.	Defective Supervision.	21	93	6	18	12	108	3.6	
6.	Inadequate attention to personnel Problems.	45	86	3	14	2	108	4.0	Agreed
7.	Victimisation.	38	78	4	23	7	108	4.5	Agreed
8.	Absence of Code of Conduct	16	95	1	30	8	108	3.5	Agreed
9.	Divide and Rule Policy	39	81	7	19	4	108	3.9	Agreed
10.	Deferring settlement of Employee Grievances.	48	79	1	22	0	108	4.0	Agreed
11.	Mis-judgment in Promotion and Placements	8	13	1	91	37	108	2.1	Disagreed

Source: Field Survey, 2022.

From the table 5 above, it was revealed that, the causes of indiscipline is as a result

of unfair management practice, Absence of Effective Leadership, Communication

Barriers, Varying Disciplinary Measures, Defective Supervision, Inadequate attention to personnel Problems, Victimisation, Absence of Code of Conduct, Divide and Rule Policy, Deferring settlement of Employee Grievances and Mis-judgment in Promotion and Placements are the causes of indiscipline in Kaduna north local government area, Kaduna.

Research Question 3: what are the nexus between transparent disciplinary procedures and eradication of gross indiscipline in an organization?

Analysis of Table 6.

S/N	Statement	SA	A	UD	D	SD	Total	Mean (x)	Remark
1	Inform an employee that their behaviour is unacceptable or inappropriate	18 x 5 90	105 x 4 416	2 x 3 6	20 x2 40	6 x 1 6	150 558	558 108= 3.72	Agree
2	Resolve concerns constructively and encourage improvement	155	344	21	34	9	563	3.75	Agree

S/N	Statement	SA	A	UD	D	SD	Total	Mea	Remar
3	Impose sanctions according to the seriousness of the misconduct	95	308	12	78	11	504	3.36	Agree
4	Follow a fair process and be in the best position to successfully defend any unfair dismissal claim	45	86	3	14	2	108	4.0	Agreed

Source: Field Survey, 2022

Based on the table above, it was seen that, Inform an employee that their behaviour is unacceptable or inappropriate, Resolve concerns constructively and encourage improvement, Impose sanctions according to the seriousness of the misconduct and Follow a fair process and be in the best position to successfully defend any unfair dismissal claim are the nexus between transparent disciplinary procedure and eradication of indiscipline in an organization.

Research question 4: what are those factors hindering the effectiveness of discipline measure in public organizations?

Analysis of Table 7.

S/N	Statement	SA	A	UD	D	SD	Total	Mea	Remar

								n (x)	k
1	Unclear organizational rules and regulations	18 x 5 90	105 x 4 416	2 x 3 6	20 x2 40	6 x 1 6	150 558	558 108= 3.72	Agree
2	moral deterioration	155	344	21	34	9	563	3.75	Agree
3	Dissatisfaction.	95	308	12	78	11	504	3.36	Agree
4	lack of self-control	210	272	12	50	11	555	3.7	Agree

Source: Field Survey, 2022

The table above shown that, Unclear organizational rules and regulations, moral deterioration, Dissatisfaction and lack of self-control are factors hindering the effectiveness of discipline measure in public organization.

Research Question 5: what are possible recommendations that would enhance a more effective discipline system in public organization in Nigeria.

Analytical table 8:

S/N	Statement	SA	A	U	D	SD	Total	Mean	Remark
1.	Get rid of all the distractions	18	104	2	20	6	108	3.7	Agreed
2.	The workplace should	31	86	7	17	9	108	3.8	Agreed

	be a happy place								
3.	Allow enough room for your employees to work.	19	77	4	39	11	108	3.4	Agreed
4.	Regularly communicate with staff	42	68	4	25	11	108	3.7	

Source: field survey, 2022

The above table shown that, Get rid of all the distractions, The workplace should be a happy place, Allow enough room for your employees to work. Are the recommendations for enhancing a more effective discipline system in public organization in Nigeria.

4.4   Summary of Findings

Research question 1: Indiscipline has influenced on employee in an organization.

The analysis of data in table 5 above shows a mean score of 4.1 which specifies an adequate response from the respondents agreeing that indiscipline has influence on employee performance in an organization.

Research question 2: what are the major causes of staff discipline in most organizations in Nigeria.

From the table 5 above, it was revealed that, the causes of indiscipline is as a result of unfair management practice, Absence of Effective Leadership, Communication Barriers, Varying Disciplinary Measures, Defective Supervision, Inadequate attention to personnel Problems, Victimisation, Absence of Code of Conduct, Divide and Rule Policy, Deferring settlement of Employee Grievances and Mis-judgment in Promotion and Placements are the causes of indiscipline in Kaduna north local government area, Kaduna.

Research Question 3: what are the nexus between transparent disciplinary procedures and eradication of gross indiscipline in an organization?

Based on the table 6 above, it was seen that, Inform an employee that their behaviour is unacceptable or inappropriate, Resolve concerns constructively and encourage improvement, Impose sanctions according to the seriousness of the misconduct and Follow a fair process and be in the best position to successfully defend any unfair dismissal claim are the nexus between transparent disciplinary procedure and eradication of indiscipline in an organization.

Research Question 4: what are those factors hindering the effectiveness of discipline measure in public organizations?

The table 7 above shown that, Unclear organizational rules and regulations, moral deterioration, Dissatisfaction and lack of self-control are factors hindering the effectiveness of discipline measure in public organization.

Research Question 5: what are possible recommendations that would enhance a more effective discipline system in public organization in Nigeria.

The above table 8 shown that, Get rid of all the distractions, The workplace should be a happy place, Allow enough room for your employees to work. Are the recommendations for enhancing a more effective discipline system in public organization in Nigeria.

4.5   Discussion of Findings

The results showed the effect of discipline on the performance of the Kaduna South Local Government. This shows that the higher the level of discipline, the better the performance of the educational staff. Work discipline basically has a high role in improving employee performance. High work discipline must always be maintained, even better. Employees who have good work discipline are expected to be able to try as much as possible to complete their work and to produce optimal performance for the

organization. Disciplined employees tend to be punctual in carrying out established procedures and have high responsibilities. This relates to the theory of work discipline according to Soejono (2016) which states that good discipline reflects the magnitude of one's sense of responsibility for the tasks assigned to him. This can encourage increased performance and the achievement of objectives, employees, and the community. In other words, work discipline is the main capital that determines the level of employee performance. Indicators of work discipline in this study are carrying out duties and obligations, adherence to regulations and timeliness. Carry out the duties and obligations by looking at the responsibilities on the results of the work, working with established procedures, ready to improve the work if something goes wrong. Obeying the rules that have been established shows that education staff have good work discipline. In this study, measured by not delaying work time, receiving sanctions if violating the rules and obeying the leadership. Furthermore, punctuality includes arriving before working hours, leaving the office with the leader's permission, and using appropriate breaks. Punctuality is a form of employee work discipline by coming on time, and regularly. Carry out the duties and obligations by looking at the responsibilities on the results of the work, working with

established procedures, ready to improve the work if something goes wrong. Obeying the rules that have been established shows that education staff have good work discipline. In this study, measured by not delaying work time, receiving sanctions if violating the rules and obeying the leadership. Furthermore, punctuality includes arriving before working hours, leaving the office with the leader's permission, and using appropriate breaks. Punctuality is a form of employee work discipline by coming on time, and regularly. From this explanation it can be concluded that the existence of good work discipline will produce good employee performance, on the contrary if the work discipline is not good it will produce poor employee performance too. The results showed the effect of discipline on the performance of the Kaduna South Local Government Area staff by 4.1. This shows that the higher the level of discipline, the better the performance of the educational staff. Work discipline basically has a high role in improving employee performance. High work discipline must always be maintained, even better. Employees who have good work discipline are expected to be able to try as much as possible to complete their work and to produce optimal performance for the organization. Disciplined employees tend to be punctual in carrying out established procedures and have high

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established shows that education staff have good work discipline. In this study, measured by not delaying work time, receiving sanctions if violating the rules and obeying the leadership. Furthermore, punctuality includes arriving before working hours, leaving the office with the leader's permission, and using appropriate breaks. Punctuality is a form of employee work discipline by coming on time, and regularly. From this explanation it can be concluded that the existence of good work discipline will produce good employee performance, on the contrary if the work discipline is not good it will produce poor employee performance too.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION
5.1 Summary

This research was carried out to determine the impact of staff discipline on employees performance in Kaduna south local government area, Kaduna. The study was segmented into five chapter. Chapter one composed of introduction, background of the study, statement of the problem, objectives of the study, research questions, significant of the study, scope and limitation of the study and definition of terms.

Chapter two discussed the review of related literature regarding the subject matters.

Chapter three discussed the introduction, area of the study, research design, `population of the study, sample and sampling techniques, instrument for data collection, sources and method of data collection, validity and reliability of instruments, and method of data presentation and analysis.

Chapter four discusses introduction, demographic analysis of respondents, data presentation and analysis, discussion of findings and summary of findings.

Chapter five composed of summary, conclusion and recommendations.

5.2   Conclusion

This study has highlighted the importance and causes of indiscipline in the organizations. Indiscipline can harm organization in many ways therefore prevention is always better then cure. For brining discipline in the organization there should predefined rules, regulation and code of conduct. Once employees become well aware about what could be the outcome of indiscipline if they commit then onlyit will restrict them not to do undesired behaviour. If organization is able to maintain discipline in the work place it

will secure maximum productivity but at a same time management must keep in their mind that no employee is getting exploit and suffering from injustice. Future scope of the research can be evaluate the impact of employee discipline on productivity or other aspects of industrial relations such as strike, lockout, employee turnover intention etc.

5.3   Recommendations

In line with the findings, the following recommendations were proffered:

i   Management should attend swiftly to the yearnings and grievances of its staff. Management should try as much as possible to create opportunities that would meet the needs of their staff. This would go a long way to spur oneness and adherence of rules and requirements.

ii   Employees, especially those at the junior position, should be adequately monitored. Moreover, the management of Kaduna south local government area should ensure that credible and qualified personnel are admitted to the service.

iii   Sanctions should be imposed on employees found violating the established rules. However, sanctions should follow a sequential path from oral reprimand, to query letter, suspension, and dismissal. Sanctions should be imposed fairly and justly.

iv Critical matters relating to transfer, promotion, placement, etc, should follow due process. Issues like these should be handled with merit and unbiasedness.

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