

Indiscipline and Productivity among Civil Servants: A Study of Imo State Ministry of Education

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ABSTRACT

This study examined indiscipline and productivity among civil servants using Imo State Ministry of Education as the focal point. The study was necessitated following the need to ascertain the problem of indiscipline on organizational productivity and growth. In line with above, three research objectives, three research questions and three hypotheses were formulated and used. The researchers employed descriptive survey research design and questionnaire was used as the instrument of data collection. The data collected were analyzed using simple percentage and chi-square. Based on the data analysis, it was discovered that effective organizational policy, effective leadership, and improve employee remuneration could help to reduce indisciplinary behavior and promote discipline among civil servants in Imo State. It was recommended that public sector organizations should develop effective policies which will service as guild and help to reduce indiscipline in the civil service. Furthermore, leaders/managers should develop confidence in subordinate employees by giving them responsibilities to handle and adopt effective administrative strategies to achieve organizational goals and reduce indiscipline in the service. The study concludes that the achievement of organizational high performance among other factors is dependent on the level of employee commitment and dedication to duty in the system.

Key Words: Indiscipline, Productivity, Civil Servants, Organizational Policy, Effective Leadership, Employee Remuneration, Indisciplinary Behavior and Discipline.

Introduction

Organizations in private and public sectors cannot exist without people (mainly the employees). It is through the activities of the employees that the organizational goals are achieved. More so, Most of the employee joined the organization on the basis of merit, quota, or their relationship with people of high socio-economic status. Based on that, some of the employees especially in public sector exhibit some levels of indiscipline. In this case, there is need for proper disciplinary procedure in the system. Where there are no proper disciplinary procedures for erring civil servants, there will be a dislocation of effective organizational functionality. For Ubah, Onyebueke and Omudu, (2019), high level of discipline by all level of civil servants and other stakeholders in the organization will lead to improve organizational performance in the public sector.

Indiscipline affects organizational performance negatively and hinders stability in public sector. Here, issues like high productivity, result oriented, accomplishments of functions are hindered through indisciplinary activities of staff (Akpanabia, 2019). To him, Low commitment of the employees will lead to low performance/productivity of the organization, while high commitment of the employee will lead to high performance of the organization. Indiscipline among the employees hinders organizational good and make public sector to perform poorly. According to Nwizu (2010), Civil servants need to maintain high level of discipline so as to achieve the set objectives in the public sector. This is because it is through the employees' effectiveness that organizational objectives are achieved. For that, the workers have to observe high level of discipline so as to improve the performance in the system. Some factors that determine the level of discipline and indiscipline among employees include organizational policy, leadership, and remuneration. This means that when organizational policy are made and effectively implemented, it can reduce issue of indiscipline. Policy on leave, break time, opening and closing of work can be very helpful.

The organizations ethics and policies provide standards, boundaries or limits by which the individual employees' behavior can be evaluated and the rules help to enhance positive organizational behaviour. Every organization tries very hard to maintain a certain code of conduct that also determines the efficiency and effectiveness of every organization. More so, when the leader(s) in a particular ministry is committed, it can help reduce indiscipline. Not only that, employee remuneration can make them to be disciplined or indiscipline. The failure of the organization to achieve its goals and objectives is largely dependent upon the high level of indiscipline among staff. Base on that, this study focused on indiscipline and productivity among civil servants using Imo State Ministry of Education as the focal point.

Statement of the Problem

Because of high level indiscipline in public sector organizations in Nigeria, there is always the problem of low productivity in the organization. This is true because many organizational workers who are not disciplined most times do not put positive efforts in performing their functions. Not only that, the issue of indiscipline always affects the growth, development and sustainability in public service. This is one of the reasons for high level of corruption, organizational low performance and organizational crisis. In contemporary organizations in

Nigeria – of which Imo State Civil Service is one – workers exhibit indiscipline. Some of them come to work late, close before the official closing time, and used the working hours for their own personal functions. 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. It is needless to say that productivity is affected negatively by these vices of staff in the organization. According to Ubah, Onyebueke & Omudu, (2019) 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 this study focused on indiscipline and productivity among civil servants using Imo State Ministry of Education as the focal point.

Objectives of the Study

The general objectives of this study focused on indiscipline and productivity among civil servants. The specific objectives are to:

1. Examine the effect of organizational policy on indiscipline and productivity among civil servants in Imo State.
2. Determine the extent leadership affects indiscipline and productivity among civil servants in Imo State.
3. Find out the relationship between employee remuneration and indiscipline/productivity among civil servants in Imo State.

Research Questions

Based on our statement of the problems and objectives of the study, the following research questions were guided the study.

1. What are the effects of organizational policy on indiscipline and productivity among civil servants in Imo State?
2. To what extent does leadership affect indiscipline and productivity among civil servants in Imo State?
3. What is the relationship between employee remuneration and indiscipline /productivity among civil servants in Imo State?

Research Hypotheses

Based on our objectives of the study and research questions, the following hypotheses were formulated and used.

Ho1: There is no significant effect of organizational policy on indiscipline and productivity among civil servants in Imo State.

Ho2: Leadership does not affect indiscipline and productivity among civil servants in Imo State.

Ho3: There is no significant relationship between employee remuneration and indiscipline/productivity among civil servants in Imo State.

Conceptual Review

The Concept of Indiscipline

Before explaining the concept of indiscipline, it is good to understand the major meaning of discipline, which its opposite is indiscipline. Dumisan (2002) defines discipline as a system of rules and mechanism for ensuring that disciplinary codes are followed. This implies that every organization has its rules and regulations “dos and don’ts”. Observance of these sets of rules in itself is discipline. But in the view of Ajumogobia (2007) discipline in the work place does not mean strict and technical observance of rules and regulations for the survival of the organizational system. Rather, it implies a situation where workers are expected to cooperate and behave in a normal and orderly way, as any reasonable person would expect an employee to do. This has become imperative since the goal of every organization or establishment is to enhance workers’ satisfaction that would lead to higher productivity and profitability. Like discipline, the concept of indiscipline has also been explained by many social science scholars.

According to Osezua, Abah and Gberevbie (2009), indiscipline, refers to conditions of 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. According to Ochai (1984), staff indiscipline is manifested in many ways, 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 organizational property, drunkenness, embezzlement or misappropriation of funds and many others. Therefore, any act of unethical practices, misbehaving, disobedient to the norms and ethics of the organization and corrupt practices is an act of indiscipline. In this case, when employees of an organization deviate from the acceptable norms and ethical standards governing the organization, we say that there is an act of indiscipline. Organizations that want to achieve high growth, high performance and organizational stability must maintain discipline in the system.

Civil Service

In this study, civil service is used to describe the people employed in government organizations. Basically, civil service involves a hierarchical positioning of jobs and responsibilities in such a planned and rational manner and guided by such internal rules and regulations as to obviate the intermixture of personal interests with official functions/roles (Akpanabia, 2019; Ubah, 2018). The rules and regulations also define the duties of members and the procedures for carrying out official duties based on formal structures and authority. In simple terms, public or civil servants is a formal administrative structure with distinct

operational features that include division of labour, hierarchy of authority, impersonality, rationality, neutrality and system of rules among others (Ezeani, 2006). Civil service covers staff in the civil services of the 774 local government areas, the Federal and State parastatals or corporations, the armed forces bureaucracy, the police bureaucracy, federal and state agencies, institutions and commissions etc. Bureaucrat which is a derivative of bureaucracy refers to those who work and operate within the public bureaucracy. According to Ubah (2018) the civil service is a body of officials responsible for policy initiation, assisting the government for policy formulation and implementation of decisions (approved policies). They are responsible for carrying out the day to day activities of the government.

To Nwizu (2011), the civil service is the entire organization of employees of various ranks, talents and training, who are in the service of government on regular permanent basis and who do not engage in any form of politics while in their service of the government. Thus, it's the collectivity of civil bureaucracy set up by modern governments to administer and execute their policies and programmes. The 1999 Constitution of the Federal Republic of Nigeria defines civil service to mean service of the Federation/States in a civil capacity as staff of the office of the President/Governor, the Vice President/Deputy Governor, ministry or department of the government of the Federation/States assigned with the responsibility for any business of the government of the federation/ states. To Nwachukwu et al (1995), the term civil service means "a body of men and women employed in a civil capacity and on a non political basis, by the federal and state governments primarily to render advice and faithfully give effects to their decision". Based on the foregoing, it could be stated here that the public or civil service (bureaucrats) performs the following functions:

- a. Advising the executive on the evolution of public policies and programmes.
- b. Execution of policies and programmes decided by the (cabinet council) executive.
- c. Provides continuity in government and serves as a repository of knowledge of past government decisions and procedures.
- d. Monitors policy performance in the public and private sectors.
- e. Services the various organs of government.
- f. Manages the machinery of government and thus carries out the day to day duties that public administration demands.
- g. Controls the government fund as well as draft bills meant for executive council especially by the ministry of Justice, and

The Concept of Productivity

Ogunna (2010) asserted that productivity is the capacity or a situation where an individual or organization produces maximum result with reasonable human, financial and material resources to achieve set organizational objectives. This definition of productivity vividly highlights the components at which productivity would be achieved. It should be stressed here that for there to be productivity, there must be staff (human), financial and material resources (source of motivation etc) and where these things are not available, productivity is not guaranteed. Productivity is the goal of every organization. Any organization that cannot operate to a degree of significant productivity is an unimportant entity. A productive

organization enriches the owners, the management and the staff. It serves as a source of inspiration and motivation to the organization and appropriates the fruit of their labour (Ugwu, 2019). This view suggest that good productivity benefits both owners and management of organization, staff and customers since productivity is dependent on staff motivation, staff should not be treated with contempt in order to achieve high level of productivity in an organization.

In a more succinct nature, Nwankwo (2018) opined that productivity is dependent on two critical factor, namely technical relevant to the organization and staff performance on the other hand, staff performance is dependent , on two other variables namely professional and technological competence of the staff. Furthermore, it should be noted that productivity depends on several factors which include motivation, training, talent, work environment, time management etc (Ochienta, 2019). It is therefore worthy to note that high level of productivity will be achieved in public organizations if there is proper and effective motivation of staff, good work environment, training and retraining of staff and good organizational management. This is true because of the fact that productivity in an organization depends on the human resources which manage, direct and coordinate all other resources.

Organizational Policy and Indiscipline in Civil Service

When an organization has a clear cut policy, procedure, principle and ethics, such will guide the employees and therefore enhance the employee performance in the organization. Akpan as cited in Okereke (2003) defined policy as “a form of law made by the governing bodies of organizations to govern, direct, control and regulate members of the organizations”. Code of conduct is a blue print on the stand of the organization in all issues and the way and manner the organization implements its programs and activities. Effective adherence to organizational code of conduct will always enhance employee discipline in the organization. High level of discipline by all stakeholders in the organization will lead to improved organizational performance (Ubah, Onyebueke & Omudu, 2019). To them, code of conduct implies keeping order and control among a group of workers by using methods that build morale, esprit de corps and obedience which is one of the most basic demands in organizational structures.

If these standards of behavior are to be effective, members of the organization have to accept and adhere to them, so as to enhance organizational growth. In all, an employee is disciplined when he adheres to the ethical standards, values, norm and obedient in his organization, and does the things that will enhance the progress, growth and high performance of the organization. Also, the nature of organizational code of conduct, principles, and roles can enhance employee discipline/indiscipline in the system. When an organization have a clear cut policy, principle, strategy and mission statement and train its employees on how to adhere to them in their day-to-day functions, such organization is likely to enjoy employee discipline, thereby reducing problems of indiscipline like absenteeism, industrial dispute and many others.

Leadership and Indiscipline in Civil Service

It has been accepted as a truism that good leadership is essential to organization, be it private or public enterprise. Leadership is the major determinant of organizational success. Leadership refers to the degree of direction that leaders provide to subordinates in the effort to influence their behavior towards the accomplishment of organizational objectives (Mullins 2016). Individual associations with the working environment are important as they impact upon the ability of the individuals to take control of their work and the level of stress they experience within the workplace. The behavioural factors that may affect the performance of firm's employees at work place are the exclusive nature and function of job satisfaction change, or systematic development or weakening in job satisfaction over time. Challenger (2000) asserts that money remains the most significant socio economic strategy of enhancing employee morale for better performance. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater morale and productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success.

Money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if an employee has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. When workers are motivated through salary increase, improved allowances and other financial incentives, it helps them to put good effort in performing their functions thereby enhancing employee performance, through high morale. Another leadership issue which encourages workers high morale is promotion. Promotion ordinarily is referred to as a process of giving somebody a lift in position. But in a more practical sense, it designates a change within an organization, which an employee enjoys as he moves to a higher position for greater responsibilities and higher wage. So as the status increases, so also the salary or pay status rises. Apart from that, motivation enhances employee morale in the organization.

Remuneration and Employee Indiscipline

When an organization is paying its employees more than what other competitors may offer, the employees are likely to be much disciplined. This is true because finance is one of the motivating factors for employees. This is to say that the salaries, allowances and other conditions of service of employees should not be lower than what is obtainable in other organizations and should be made attractive. Wherever an employee accomplishes a job successfully, he expects financial reward. In so doing, you encourage him to do better in subsequent time (Akpanabia, 2019). Employees in the organization are always satisfied when they are offered high responsibility. These show how the organizational management can trust them in doing their job. Also, friendly employee relation makes the staff to be at home with their organization and can even offer extra services to enhance the achievement of the organizational goals.

Empirical Studies

Chimezilim (2018) carried out a research on discipline and workers performance in Central Bank of Nigeria (CBN). In line with our problem statement, four objectives, four research questions and two hypotheses guided the study. Survey research design was adopted, questionnaire served as the instrument of data collection. The staff of the Central Bank of Nigeria made up the population from where sample were selected. The data collected were presented in tables and analyzed using simple percentage and chi-square. The findings revealed that there is significant relationship between discipline and employee commitment to duty and overall job performance:

More so, Ugwu (2019) carried out a research on the impact of employee discipline on job satisfaction using selected banks in Owerri Imo State. The researcher employed descriptive survey research design as questionnaire served as the instrument of data collection. The data collected were presented in tables and analyzed using Analysis of Variance (ANOVA). The result revealed that effective training of staff, pragmatic job security and employee discipline enhance job satisfaction. But, the problem of job security and ineffective training are still hindering the performance of employees in Nigeria organizations.

Furthermore, Chukwu (2017) focused on discipline and Workers Performance in Nigeria Organizations using Abia State Ministry of Works as the focal point. Maslow Hierarchy of Needs Theory was used to explain the impact of motivation on workers performance based on workers' need. The study employed survey research design and questionnaire was used as the instrument of data collection. The staff of Abia State Ministry of Works made up the population from were 170 were sampled and used. The data collected were presented in tables and analyzed using simple percentage and chi square. The findings revealed that there is significant impact of discipline on employee commitment/effectiveness in the ministry and there is significant effect of staff training/development on organizational productivity in the ministry.

Research Gap

The gap in the above empirical studies is that the first study was on discipline and performance of staff using CBN and the second study was on discipline and job satisfaction of workers using selected banks. Also, the third empirical work focused on discipline and workers performance in Nigeria organizations using Abia State Ministry of Works as the focal point. The variables from the objectives of the past studies differ from the present study. The studies differ in content and area scope with the present study. Therefore, none of the above studies was on indiscipline in Imo State Civil service. For that, gap exists in the literature and there is a need for this study.

Theoretical Framework

Bureaucratic Theory

This research work is anchored on bureaucratic theory. The Max Weber's work about bureaucracy, translated into English in 1946, was one of the major contributions that have influenced the literature of public administration. The word bureaucracy is derived from two words; "bureau" and "Kratos." While the word "bureau" refers to the office the Greek suffix "kratia or kratos" means power or rule. Thus we use the word "bureaucracy" to refer to the power of the office. "Bureaucracy" is rule conducted from a desk or office, i.e. by the preparation and dispatch of written documents and electronic ones. Weber (1946) presents bureaucracy as both a scientific and generic model that can work in both the public and private sectors. One of the points of argument of this theory was evident in Max Weber's rational-legal authority, which became the defining feature of organizational structures, especially government bureaucracies, to this day.

It steered organizational setups to rational based considerations, which are in line with the science of administration idea. In other words, Weber's bureaucracy consists of the traditional way of thinking in public administration that relied on the same "ingredients" to reform public administration based on the science of administration. According to Weber, bureaucracy "is, from a purely technical point of view, capable of attaining the highest degree of efficiency and is in this sense formally that most rational known means of carrying out imperative control over human beings. The theory holds that the evolution of societies is facilitated by three types of authority identified as traditional, charismatic and legal- rational authority. It is the legal-rational type of authority that constitutes the basis of Weber's concept of bureaucracy and the foundation of modern civilization as it is premised on "a belief in the legitimacy of the pattern of normative rules and the rights of those elevated to authority under such rules to issue commands. Key features of the ideal type of bureaucracy that Weber presents are division of labor, hierarchal order, written documents, well-trained staff and experts, full working capacity of the officials, and application of impersonal rules. Every theory is born refuted.

Looking at the ingredients of bureaucracy may not, always, help organizations to reach its ideal work or the most efficient performance. Crozier (1964) argues that some of the bureaucratic characteristics including the impersonal rules, hierarchy, and centralization of decision-making might lead to the inability of the organization to correct or change its behavior by learning from its previous mistakes while serving the society. In fact, work within bureaucracy has to be divided rationally into units that can be undertaken by individuals or groups of individuals in a diligent manner. The hierarchical order is necessary for separating superiors from subordinates whereas impersonal rules are meant to ensure that bureaucrats are confined to prescribed patterns of conduct or performance imposed by legal rules. The rules are meant to facilitate a systematic control of subordinates by their superiors, "thus limiting the opportunities for arbitrariness and personal favoritism. The operations of the bureaucracy "exclude irrational feelings and sentiments in favor of the detached, professional expert. Therefore, one may deduce from the foregoing that Weber believes that

organizational goals can be attained if there is a science of administration which separates facts from values.

Ethical Theory

This study is anchored on ethical theory. The theory of ethics was used in this study because the level of discipline in an organization is an ethical matter. This is because ethics or moral philosophy is a branch of philosophy that involves systematizing, defending and recommending concepts of right and wrong conduct. Here, ethics is “commonly used interchangeably with ‘morality’...and sometimes it is used more narrowly to mean the moral principles of a particular tradition, group or individual”. This theory was employed because ethics is moral theory – an analysis of what makes action wrong or right – which is in line with the principle of morality. It then means that employee of an organization can adhere to ethical standards, morality and positive value system by maintaining discipline and shunning act of indiscipline in their behaviour. It’s a fact that the way the employee behaves as it concerns discipline is also based on ethical code of conduct in the system; hence some organizations do not have ethical principles and some who have do not implement it as it ought to be, therefore encouraging high level of indiscipline in Nigeria organization.

This means that virtue ethics has been neglect in many organizations in Nigeria. In all, ethical theory was employed in this study because discipline is an ethical issue in an organization. An organization that has a known ethical principle/code of conduct – like the public sector or organize private sector – expects its employees to adhere to the ethical principles and acceptable value system in performing their functions. However, when the employees deviate from the above norms, it becomes an unethical behaviour which therefore is an act of indiscipline. Such act of indiscipline hinders organizational performance and discourages organizational growth and development; hence the need for employee adherence to acceptable ethical value system in their organizations so as to achieve organizational high performance.

Research Methodology

Research Design

In this study, survey research design was adopted. The population of this study is made up of the entire 300 staff of Imo State Ministry of education (**Source:** Personnel Units of Imo State Ministry of Education, 2023). From this population, sample was selected. Sample is a small group of elements drawn through a definite procedure from a specified population. According to Alugbuo (2002), “sample size is the optimal of sample units/ elements that should be sample, interview or those who can be useful in the study; it is expected to mirror the population from which it comes from. In other to get a representative sample size, the sample technique used in this study is simply random sampling. This method implies that every member of the staff has an equal chance of being selected. The total number of the staff is three hundred (300) and the researcher chose to enable him administer the questionnaire by random sampling. Only one hundred and seventy (170) questionnaires were administered,

collected and properly arranged for further statistical processing. To determine the sample size the formula of Taro Yamane was used. The formula is given as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where

n = the sample size

N = population of staffs. An estimated population of 300 is used.

e² = square of maximum allowance for sampling error at 5% level of significance.

$$n = \frac{300}{1+(300)(0.05)^2}$$

$$n = \frac{300}{1+(300)(0.0025)}$$

$$n = \frac{300}{1+(0.75)}$$

$$n = \frac{300}{1.75}$$

$$n = 171.428$$

Approximately = 171

The sample size (n) = 171

For this study, primary data (through questionnaire) was used to minimize confusion and reduce time waste. In this study, the researcher employed simple percentage, mean and chi-square to analyze the data collected through questionnaire. The simple percentage format of likert four point scale was therefore used to rate the level of respondents' agreements or disagreements with each attribute.

Data Presentation and Analysis

Item 1: Policy enhances employee commitment to duty in the ministry.

Table 1: Responses on if policy enhances employee commitment to duty in the ministry.

Options	F	Percentage (%)	X	Percentage (%)
Strongly Agreed	50	29.4	250	39.7
Agreed	77	45.2	308	48.0
Undecided	4	2.4	12	1.9
Disagreed	20	12.1	40	6.4
Strongly Disagreed	19	11.2	19	3.0
Total	170	100	629	100

Source: survey data 2023

$$\frac{\sum X}{\sum F} = \frac{629}{170} = 3.7$$

Since our result in the above table is above 2.5, we therefore accept that policy enhances employee commitment to duty in the ministry. This is because table 4.7 indicates that 29.4% strongly agreed, 45.2% agreed, 2.4% were undecided and 12.1% disagreed while 11.2% strongly disagreed.

Item 2: Effective policy reduces indiscipline and enhances staff performance.

Table 2: Responses on if effective policy reduces indiscipline and enhances staff performance.

Options	F	Percentage (%)	X	Percentage (%)
Strongly Agreed	60	35.2	300	52.1
Agreed	40	24.0	160	27.8
Undecided	5	2.9	15	2.6
Disagreed	36	21.2	72	12.5
Strongly Disagreed	29	17.1	29	5.0
Total	170	100	576	100

Source: survey data 2023

$$\frac{\sum X}{\sum F} = \frac{576}{170} = 3.4$$

Since our result in the above table is above 2.5, we therefore accept that policy enhances employee commitment to duty in the ministry. This is because table 4.8 indicates that 35.2% of the respondents strongly agreed, 24.0% agreed, 2.9% were undecided and 21.2% disagreed while 17.1% strongly disagreed.

Item 3: Leadership encourages discipline among staff.

Table 3: Responses on if leadership encourages discipline among staff.

Options	F	Percentage (%)	X	Percentage (%)
Strongly Agreed	52	31.1	260	40.9
Agreed	77	45.2	308	48.4
Undecided	6	3.5	18	2.8
Disagreed	15	9.0	30	4.7
Strongly Disagreed	20	11.8	20	3.1
Total	170	100	636	100

Source: survey data 2023

$$\frac{\sum X}{\sum F} = \frac{636}{170} = 3.7$$

Since our result in the above table is above 2.5, we therefore accept that leadership encourages discipline among staff. This is because table 4.9 indicates that 31.1% of the respondents said strongly agreed, 45.2% agreed, 3.5% were undecided and 9.0% disagreed while 11.8% strongly disagreed.

Item 4: The nature of leadership determines employees' performance.

Table 4: Responses on if the nature of leadership determines employees' performance.

Options	F	Percentage (%)	X	Percentage (%)
Strongly Agreed	49	29.0	245	43.0
Agreed	51	30	204	36.6
Undecided	9	5.3	27	4.8
Disagreed	20	11.8	40	7.2
Strongly Disagreed	41	24.1	41	7.4
Total	170	100	557	100

Source: survey data 2023

$$\frac{\sum X}{\sum F} = \frac{557}{170} = 3.2$$

Since our result in the above table is above 2.5, we therefore accept that the nature of leadership determines employees' performance. This is because table 4.10 indicates that 29.0% of the 170 respondents strongly agreed, 30% agreed, 5.3% were undecided and 11.8% disagreed while 24.1% of the respondents strongly disagreed.

Item 5: Poor remuneration encourages indiscipline among civil service.

Table 5: Responses on if poor remuneration encourages indiscipline among civil service

Options	F	Percentage (%)	X	Percentage (%)
Strongly Agreed	71	42.1	355	54.1
Agreed	58	34.1	232	35.4
Undecided	8	4.7	24	3.7
Disagreed	12	7.1	24	3.7
Strongly Disagreed	21	12.3	21	3.2
Total	170	100	656	100

Source: survey data 2023

$$\frac{\sum X}{\sum F} = \frac{656}{170} = 3.8$$

Since our result in the above table is above 2.5, we therefore accept that poor remuneration encourages indiscipline among civil service. This is because table 4.13 indicates that 42.1% of the respondents said strongly agreed, 34.1% is agreed, 4.7% were undecided and 7.1% disagreed while 12.3% strongly disagreed.

Item 6: Regular and increased salaries add value to good behaviour among staff.

Table 6: Responses on if regular and increased salaries add value to good behaviour among staff.

Options	F	Percentage (%)	X	Percentage (%)
Strongly Agreed	50	29.4	250	44.6
Agreed	50	29.4	200	35.7
Undecided	10	5.9	30	5.4
Disagreed	20	11.8	40	7.1
Strongly Disagreed	40	24.0	40	7.1
Total	170	100	560	100

Source: survey data 2023

$$\frac{\sum X}{\sum F} = \frac{560}{170} = 3.2$$

Since our result in the above table is above 2.5, we therefore accept that regular and increased salaries add value to good behaviour among staff. This is because table 4.14 indicates that 29.4% of the 170 respondents strongly agreed, 29.4% also agreed, 5.9% were undecided and disagreed is 11.8% while 24.0% of the respondents strongly disagreed.

Item 7: Employee promotion reduces indiscipline.

Table 7: Responses on if employee promotion reduces indiscipline.

Options	F	Percentage (%)	X	Percentage (%)
Strongly Agreed	30	18.0	150	34.5
Agreed	20	12.1	80	18.4
Undecided	15	8.8	45	10.3
Disagreed	55	32.4	110	25.3
Strongly Disagreed	50	29.0	50	11.5
Total	170	100	435	100

Source: survey data 2022

$$\frac{\sum X}{\sum F} = \frac{435}{170} = 2.5$$

Since our result in the above table is above 2.5, we therefore accept that employee promotion reduces indiscipline. This is because table 4.15 indicates that 18.0% strongly agreed, 12.1% agreed, 8.8% were undecided and 32.4% disagreed while 29.0% strongly disagreed.

Testing and Interpretation of Hypotheses

To test the hypotheses earlier stated in chapter one, the researcher adopted two likert format. This mean that strongly agree and agree were grouped as positive responses, while undecided, disagree and strongly disagreed were grouped as negative responses. In this case, the negative responses were merged and positive responses were also merged all to give us the needed two likert point data.

Restatement of Hypothesis One

Ho1: There is no significant effect of organizational policy on indiscipline and productivity among civil servants in Imo State.

Therefore, to test the hypothesis one, the table analysis of question 1 and 2 were used.

Table 8: Observed frequency from table 1 and 2.

Options	No. of Respondents		Percentage (%)
Positive responses	127	100	227
Negative responses	43	70	113
Total	170	170	340

Source: Based on data in table 1 and 2

$$\Sigma = \frac{\text{row total} \times \text{column total}}{\text{Grand total}}$$

$$E_{1,1} = \frac{227 \times 170}{340} = 113.5$$

$$E_{1,2} = \frac{227 \times 170}{340} = 113.5$$

$$E_{2,1} = \frac{113 \times 170}{340} = 56.5$$

$$E_{2,2} = \frac{113 \times 170}{340} = 56.5$$

Table 4.15: Computation of chi-square (χ^2) $\frac{\sum(O_i - E_i)^2}{E_i}$

Observed Frequency (O _i)	Expected Frequency (E _i)	O _i – E _i	(O _i – E _i) ²	$\frac{(O_i - E_i)^2}{E_i}$
127	113.5	13.5	182.25	1.61
100	113.5	-13.5	182.25	1.61
43	56.6	-13.5	1882.25	3.23
70	56.6	13.5	182.25	3.23
340				9.68

X² calculated =9.68

At 5% level of significance, degree of freedom (df) is (row – 1) x (column – 1), which is (2 – 1) x (2 – 1) = 1

X² tabulated at 5% level of significance, degree of freedom 1 = 3.84

Decision Rule

Since X² calculated is greater than X² tabulated that is 9.68>3.84, we will reject the null hypothesis and accept the alternative, and hence conclude that there is significant effect of organizational policy on indiscipline and productivity among civil servants in Imo State.

Restatement of Hypothesis Two

Ho2: Leadership does not affect indiscipline and productivity among civil servants in Imo State.

Therefore, to test the hypothesis two, the table analysis of question 3 and 4 were used.

Table 9: Observed frequency from table 3 and 4.

Options	No. of Respondents		Percentage (%)
Positive responses	127	100	227
Negative responses	43	70	113
Total	170	170	340

Source: Based on data in table 3 and 4

$$\Sigma = \frac{\text{row total} \times \text{column total}}{\text{Grand total}}$$

$$E_{1,1} = \frac{227 \times 170}{340} = 113.5$$

$$E_{1,2} = \frac{227 \times 170}{340} = 113.5$$

$$E_{2,1} = \frac{113 \times 170}{340} = 56.5$$

$$E_{2,2} = \frac{113 \times 170}{340} = 56.5$$

Table 10: Computation of chi-square ($\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$)

Observed Frequency (O _i)	Expected Frequency (E _i)	O _i – E _i	(O _i – E _i) ²	$\frac{(O_i - E_i)^2}{E_i}$
127	113.5	13.5	182.25	1.61
100	113.5	-13.5	182.25	1.61
43	56.6	-13.5	182.25	3.23
70	56.6	13.5	182.25	3.23
340				9.68

X² calculated =9.68

At 5% level of significance, degree of freedom (df) is (row – 1) x (column – 1), which is (2 – 1) x (2 – 1) = 1

X² tabulated at 5% level of significance, degree of freedom 1 = 3.84

Decision Rule

Since X² calculated is greater than X² tabulated that is 9.68>3.84, we will reject the null hypothesis and accept the alternative, and hence conclude that leadership affects indiscipline among civil servants in Imo State.

Restatement of Hypothesis Three

Ho3: There is no significant relationship between employee remuneration and indiscipline among civil servants in Imo State.

Therefore, to test the hypothesis three, the table analysis of question 5 and 6 were used.

Table 11: Observed frequency from table 5 and 6.

Options	No. of Respondents		Percentage (%)
Positive responses	129	100	229
Negative responses	41	70	111
Total	170	170	340

Source: Based on data in table 5 and 6

$$\Sigma = \frac{\text{row total} \times \text{column total}}{\text{Grand total}}$$

$$E_{1,1} = \frac{229 \times 170}{340} = 114.5$$

$$E_{1,2} = \frac{229 \times 170}{340} = 114.5$$

$$E_{2,1} = \frac{111 \times 170}{340} = 55.5$$

$$E_{2,2} = \frac{111 \times 170}{340} = 55.5$$

Table 4.19: Computation of chi-square (χ^2) $\frac{\sum(O_i - E_i)^2}{E_i}$

Observed Frequency (O _i)	Expected Frequency (E _i)	O _i – E _i	(O _i – E _i) ²	$\frac{(O_i - E_i)^2}{E_i}$
129	114.5	14.5	210.25	1.84
100	114.5	-14.5	210.25	1.84
41	55.5	-14.5	210.25	3.79
70	55.5	14.5	210.25	3.79
340				11.26

X² calculated = 11.26

X² tabulated at 5% level of significance, degree of freedom 1 = 3.84

Decision Rule

Since X² calculated is greater than X² tabulated that is 11.26 > 3.84, we will reject the null hypothesis and accept the alternative, and hence conclude that there is significant relationship between employee remuneration and indiscipline among civil servants in Imo State.

Conclusion

Every organization that wants to achieve high level of performance and growth must maintain discipline in its system. Organizational employees therefore should adhere to high level of discipline and avoid act of indiscipline in their organization; hence the effect of discipline on organizational performance include organizational peace and harmony, organizational high productivity, increase revenue for the organization, employee career development and environmental friendliness. Based on that, organizations and their employees should thrive to achieve the ethical norms in the system so as to achieve organizational growth, stability through high organizational performance. Therefore, we conclude in this study that the achievement of organizational high performance among other factors is dependent on the level of employee commitment and dedication to duty in the

system which is controlled by the level of employee discipline in the system. Disciplinary actions based on set rules, regulations, policies and procedure must be enforced strictly.

Recommendations

The research has the following recommendations to make:

- Public sector organizations should develop effective policies which will service as guild and help to reduce indiscipline in the civil service.
- Leaders should develop confidence in subordinate employees by giving them responsibilities to handle independently. This will motivate staff to put in more productive efforts, as they feel and realize that their contributions to the accomplishment of the goals of the organization are appreciated.
- The government and management should improve the remuneration of staff so as to encourage them for improved work performance to reduce indiscipline.

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