



THE IMPACT OF EMPLOYEE DISCIPLINE ON ORGANIZATION PERFORMANCE

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Abstract

In an organization, discipline guarantees efficiency and productivity. In addition to boosting employee morale, it promotes peace and cooperation among coworkers. The study evaluates how employee discipline affects organizational performance, specifically focusing on Polytechnic Ibadan. Because discipline is a practical tool for enhancing employee performance in an organization and for guiding employee behavior toward the achievement of organizational goals, the study found that an effective disciplinary system has a positive impact on organizational performance. Additionally, the study found that a well-functioning disciplinary system improves employees' compliance with organizational policies. According to the study, there is a connection between discipline and improved employee performance within the company, and an efficient disciplinary system is always a good way to boost productive employee performance. A disciplinary system increases employee motivation in an organization since severe staff indiscipline has a detrimental effect on productivity. As a reward for discipline, employees would stimulate employee performance and dedication to the organization. However, inferences from the study's results showed that the main factors undermining an effective disciplinary system in public organizations are ethnicity and nepotism, corruption, political affiliation and interference, favoritism, and the patronage system. This lowers the extent to which some errant employees are punished in the public sector, which inevitably affects productivity.

Keywords: *organization, performance, employee, discipline, policies.*

1. Introduction

In an organization, discipline guarantees efficiency and productivity. In addition to boosting employee morale, it promotes peace and cooperation among coworkers. One of the most obvious causes of conflict at work is the way in which workplace discipline is managed, which is still a major issue in employee relations, according to Fenley [1998]. According to Decenzo and Robbins [1999], discipline is the state in which workers behave in a way that complies with the organization's policies and expectations for proper conduct. According to Redeker [1983], the goal of discipline is to establish and preserve trust and respect between management and staff. He adds that if punishment is not properly handled, it may have long-term consequences for the business, such as increased legal fees, lost time spent preparing for or attending court proceedings, decreased productivity, and the cost of replacing employees.

A positive work environment and the accomplishment of organizational objectives depend on discipline. It is possible to alter the organization's disciplinary management systems, which include both positive and negative reinforcement of intended conduct. Employers can accomplish this by enforcing an employment code, rewarding positive behavior, disciplining negative behavior, and using other covert strategies to foster employee trust. In an organization, discipline guarantees efficiency and productivity. In addition to boosting employee morale, it promotes harmony and cooperation among staff members (Monnapa, 2000). According to Odiagbe (1998), discipline is a standard of behavior or code of conduct founded on natural justice principles that alters or regulates behavior to lessen misbehavior and enable the achievement of organizational goals. Harris (1976) agreed, stating that discipline is the process of teaching employee's self-control and how to be more successful in accomplishing company objectives. He goes on to state that the goal of the supervisor-imposed disciplinary procedure is to help each employee develop and advance the kind of performance that will help the business reach its objectives.

Goal is the essential word for these two experts; therefore, discipline is viewed as a tool whose successful application can lead to the achievement of corporate goals. According to Harris (1976), the desired behavior could be promoted by using both positive rewards and negative sanctions. For him, discipline consists of rewarding or punishing behavior. According to him, discipline should be seen as the growth of the capacity to assess circumstances, decide what is appropriate behavior, and respond favorably before facing incentives or consequences. Accordingly, discipline is described by Knight (2014) as a pattern of conduct that can be linked to specific training. According to Odeyemi (2001), discipline can also refer to the punitive

actions or procedures that an organization takes against a worker who has committed a wrongdoing; it is a form of punishment. Discipline serves several purposes, such as rectifying the offending employee, refocusing employees toward the goals, and preventing future instances of the same offense by the offending employee or the potential victim. It acts as a preventative and discouraging measure to avoid diverting focus and objectives. A person engages in this conduct to highlight his unique qualities. For example, a worker demonstrates a particular behavior at work, and that behavior aids the worker in achieving their goal at the organization. Discipline, according to Dumisan (2002), is a collection of rules and practices used to ensure that disciplinary norms are followed. This implies that there are rules and dos and don'ts specific to each organization. Following these guidelines is discipline.

According to Odeyemi (2001), discipline can also refer to the punitive actions or procedures that an organization takes against a worker who has committed a wrongdoing; it is a form of punishment. Discipline serves several purposes, such as rectifying the offending employee, refocusing employees toward the goals, and preventing future instances of the same offense by the offending employee or the potential victim. It acts as a preventative and discouraging measure to avoid diverting focus and objectives. To achieve their intended goals inside an organization, disciplinary actions are directed by fundamental principles. Odiom (2001) noted that to accomplish corporate goals and objectives, individuals must exhibit a reasonable level of predictable behavior. Discipline is one way to guarantee decorum, advancement, and efficacy in a business. Effective organizational functionality will be disrupted in the absence of appropriate disciplinary measures for negligent officers.

Most corporations have handled disciplinary matters in a way that fosters animosity and conflict at work. Disciplinary actions are typically taken for punitive rather than remedial reasons. In addition, effective rules and regulations are necessary for disciplinary measures to be effective. Frequently, rules are broken, protocol is jumped, and procedures are avoided, which significantly reduces the effectiveness of disciplinary measures, particularly in public organizations where legal violations are most common. This has reduced the effectiveness of the disciplinary measures and always has a negative impact on the organization. The performance of the company is ultimately impacted since most employees who fight for their rights win most labor lawsuits, leading to their reinstatement. As a result, organizations have been unable to implement disciplinary measures that seek to rectify conduct without causing harm to the employee. This study aims to accomplish several goals, including: (1) evaluating the effect of employee discipline on organizational performance; (2) assessing the degree to

which employee performance has been impacted by indiscipline; and (3) identifying the primary causes of staff indiscipline in most Nigerian organizations. (4) determine the relationship between clear disciplinary processes and the elimination of egregious misconduct in a company, and (5) look at the elements impeding the efficacy of disciplinary actions in government agencies.

Because discipline is a practical tool for enhancing employee performance in an organization and for guiding employee behavior toward the achievement of organizational goals, the study concludes that an effective disciplinary system has a positive effect on organizational performance. Additionally, the study found that a well-functioning disciplinary system improves employees' compliance with organizational policies. According to the study, there is a connection between discipline and improved employee performance within the company, and an efficient disciplinary system is always a good way to boost productive employee performance. A disciplinary system increases employee motivation in an organization since severe staff indiscipline has a detrimental effect on productivity. Employee performance and dedication to the company would be encouraged as a reward for discipline. However, inferences from the study's results showed that the main factors undermining an effective disciplinary system in public organizations are ethnicity and nepotism, corruption, political affiliation and interference, favoritism, and the patronage system. This lowers the extent to which some errant employees are punished in the public sector, which inevitably affects productivity. The rest of the work is structured so that the literature, methods, results, and conclusions are in sections 2, 3, 4, and 5, respectively.

2. Literature

Everyone has a different definition of discipline. Others see it as orderliness and adherence to laws and regulations, etc., while others see it as a punitive measure or punishment that causes fear and reproach when one is involved in a wrongdoing. According to Knight (2014), discipline is a behavioral pattern that can be linked to specific training. A person exhibits this behavior to show off his character attributes. For instance, an employee exhibits a certain behavior in the workplace, and that behavior helps the individual reach his or her objective at the company. According to Dumisan (2002), discipline is a set of guidelines and procedures used to make sure that disciplinary standards are adhered to. This suggests that each organization has its own set of guidelines and dos and don'ts. Discipline is the observance of these rules. However, according to Ajumogobia (2007), workplace discipline does not entail

rigorous technical adherence to rules and regulations in order for the organizational structure to survive. Instead, it suggests that employees are supposed to cooperate and act in a typical, orderly manner, just as any reasonable person would expect them to. Since improving employee satisfaction will increase production and profitability, this has become essential for any business or place.

According to Halloran (1981), the words discipline and disciple have the same root meaning, which is to teach or mold. Therefore, in his opinion, true discipline should teach or mold. According to Megginson, who was cited by Torrington and Chapman (1979), discipline in organizational behavior refers to maintaining control and order among a team of employees through techniques that boost morale, esprit de corps, and obedience—three of the most fundamental requirements in organizational structures. Members of the organization must embrace and abide by these norms of behavior if they are to be effective. According to Bramblett (1961), discipline is the antithesis of chaos and is defined as orderliness. As with other facets of society, it is a necessity for those employed in a plant. He goes on to clarify that discipline does not imply rigorous, technical adherence to inflexible laws and guidelines. It simply means doing what any reasonable person would expect an employee to do, that is, working, cooperating, and acting in a normal, orderly manner.

Odiagbe (1998) views discipline as norms of behavior or codes of conduct grounded in natural justice principles that alter or regulate behavior to lessen misbehavior and enable the achievement of objectives. Harris (1976) agrees, stating that discipline is the process of teaching employee's self-control and how to be more successful in accomplishing company objectives. He goes on to state that the purpose of the disciplinary action taken by the supervisor is to assist each worker in cultivating and advancing the type of performance that will enable the company to accomplish its goals. Goal is the essential word for these two experts; therefore, discipline is viewed as a tool whose successful application can lead to the achievement of corporate goals. According to Harris (1976), the desired behavior could be promoted by using both positive rewards and negative sanctions. For him, discipline consists of rewarding or punishing behavior. According to him, discipline should be viewed as the growth of the capacity to assess circumstances to identify appropriate behavior and make the decision to act in a way that will result in a certain reward or penalty.

According to Katz and Kahn (1978), discipline is essentially stability, sanction, punishment, and orderliness. Vonai (2012) supports Katz and Kahn's perspective by stating that discipline encompasses control, regulation, loyalty, morality, duty, and corporate conscience. According

to these two academics, the latter definition was more detailed but not comprehensive, whereas the previous definition limited discipline to society by failing to consider it from a management standpoint. The discipline and the notions function as though they are one and the same. An employee is penalized for a specific act rather than because they are horrible people. As a result, punishment targets a specific behavior rather than the person. According to Victor and Maurice (2012), discipline is the use of punishments to make individuals follow rules and perform well. When they violate the rules, they are made aware of their mistake and are given some sort of punishment to help them improve.

According to Odiorne (1971), behavioral scientists also regard discipline in relation to organizational behavior as "a process in which organizations have to establish goals because it is dynamic and an ongoing process, one person's action affects others and groups." As a form of retribution for an employee's misconduct, discipline can also refer to the punitive actions or procedures that an organization takes against negligent employees. Discipline serves several purposes, such as rectifying the offending employee, refocusing employees toward the goals, and preventing future instances of the same offense by the offending employee or the potential victim. It acts as a preventative and discouraging measure to avoid diverting focus and objectives.

Features of Effective Discipline

A disciplinary procedure targets the behavior of the employee rather than the individual. The following guidelines for employee discipline are essential components of an efficient procedure. There should be a little interval between the transgression and the disciplinary action. Discipline must be applied as quickly as possible without a hasty, unreasonable judgment to be most effective. Prior to taking disciplinary action, warning should be given. Discipline cannot be justified by simply noting rule violations in an employee's file. An employee is not deemed to have received a warning if they are not made aware of a violation. It is acceptable employment practice to note that the employee was informed of the violation and to have them sign a disciplinary form. One of the most common grounds for overturning a disciplinary action is that the employee was not warned of the consequences of repeatedly breaking a rule.

The discipline process must be followed consistently. Inconsistency causes grievance, reduces morale, and erodes respect for the boss. Consistency does not negate the need to consider mitigating variables such as a long service history, a clean work record, or the lack of prior

offenses when implementing discipline. An employee should, nevertheless, believe that they would have received the same punishment or penalty under almost identical conditions. When enforcing discipline, supervisors should take precautions to guarantee impartiality. The employee should believe that their actions, not their personality or relationship with the supervisor, is the reason for the disciplinary action. Instead of disputing with the worker, the manager should reprimand them in a direct and composed way. The detrimental consequences of punishment can be lessened by enforcing rules without becoming angry or apologetic and then restoring a cordial rapport.

Lastly, the activity must be recorded and communicated to other members of the organization. An organization must consider the potential for an Equal Employment Opportunity complaint whenever it implements disciplinary measures. For another manager at the same level as the company to reach the same conclusions or at the very least understand the rationale behind the choice, the documentation should be adequately detailed. It is not necessary to document every aspect of a person's activity to have adequate documentation. Instead, the management ought to maintain precise documentation of the factors that either greatly enhance or detract from the job effort. Additionally, the employee should be informed of this information both good and bad either verbally or in writing.

Discipline and Organization Effectiveness

The ability of an organization to achieve its objectives via effective and efficient use of resources is known as organizational performance. A positive work environment and the accomplishment of organizational objectives depend on discipline. It is possible to alter the organization's disciplinary management systems, which include both positive and negative reinforcement of intended conduct. Employers can accomplish this by enforcing an employment code, rewarding positive behavior, disciplining negative behavior, and using other covert strategies to foster employee trust. Positive and negative discipline are the two perspectives from which discipline is regarded. Discipline without punishment is referred to as positive discipline. Ensuring and promoting self-discipline among employees is the primary goal. In this instance, the workers consider the group's goals to be their own, and they work hard to meet them. Negative discipline follows the rules out of fear of punishment, which could include fines, penalties, transfers, or demotions. Because they are more concerned with following the rules and staying out of trouble, the employees in this situation might not see the organization's goals as their own.

3. Methodology

Theoretical Framework

Bureaucratic theory will serve as the foundation for this study project. One of the key works that has impacted the literature on public administration is Max Weber's 1946 English translation of his book on bureaucracy. The terms bureau and Kratos are the roots of the word bureaucracy. The Greek suffix kratia or Kratos indicates authority or rule, while the word bureau alludes to the office. Therefore, the power of the office is referred to by the word bureaucracy. Bureaucracy is the practice of preparing and sending written and electronic papers from a desk or office. According to Weber (1946), bureaucracy is a general and scientific paradigm that may be applied to both the public and private spheres. Max Weber's rational-legal authority, which has since come to be seen as a defining characteristic of organizational structures, particularly government bureaucracies, was one of the main areas of contention of this theory. It guided organizational structures toward logical considerations that align with the concept of the science of administration. To put it another way, Weber's bureaucracy is the traditional approach to public administration that used the same components to apply the science of administration to change public administration.

According to Weber, bureaucracy is the most logical method of enforcing mandatory control over people and, from a purely technical perspective, can achieve the highest level of efficiency. According to the thesis, three different forms of authority—traditional, charismatic, and legal rational authority—help society evolve. The foundation of modern civilization and Weber's concept of bureaucracy are both based on the legal-rational type of authority, which is predicated on the idea that normative rules are legitimate and that those in positions of authority have the right to give orders.

Methods

This study will use the descriptive survey approach, which involves selecting a sample from the population and extrapolating the findings to the entire population. Both primary and secondary methods are used in the study's data collection process. The questionnaire will be the primary technique of data collection and administration, while consultation and review of diverse literature would be the secondary method. The questionnaire is the research tool that will be utilized in this investigation. A proportionate number of copies of the questionnaire will be sent to The Polytechnic, Ibadan staff members to get their opinions on the matter. There will be two sections to the questionnaire. Section B includes questions for the respondents to

respond to, whereas Section A will solicit responses regarding the respondents' biographical information.

The Polytechnic in Ibadan is the subject of this study. In particular, the target population is thought to be all employees of The Polytechnic, Ibadan. The responders will be chosen from each of the institution's five faculties' departments. Because it will include both male and female employees of the organization, as well as employees from all departments, both academic and non-academic, the study sample will be diverse. Five responders from 10 different departments at the Polytechnic Ibadan will make up the sample. The researcher individually handed in and administered fifty (50) surveys to the chosen staff members. The amount of the agree and disagree opinion part will be analyzed using a table and a simple percentage frequency, and the developed study hypotheses will be tested using chi-square statistical methods. The following is the chi-square statistical method:

$$X^2 = \sum (FO - FE)^2 / FE$$

X^2 = X^2 Calculated

$\sum$ = Summation

FO = Frequency Observed

FE = Frequency Expected

The alternative hypothesis should be accepted and the null hypothesis rejected if the decision rule state of X^2 calculated is greater than X^2 tabulated, and vice versa.

4. Analysis

The data collected during this investigation is presented and analyzed in this part. Tables, basic percentages, and frequency distributions are examples of statistical analyses. Respondents self-administered 50 copies of the questionnaire, which were then recovered for study. Because some of the questions would be uninteresting to responders, a four-point rating system was added to the questions in the subsequent data display and analysis. For the sake of clarity, descriptive analyses of the tables are also provided.

The demographic distribution of respondents is shown in Table 1, along with the frequency distribution of respondents by gender. According to the table, 18 (36%) of the total responders are female, and 32 (64%) are male. This suggests that men make up most of all responders. Regarding the respondents' age distribution, the table shows that six (12%) of the 50 respondents are under 30 years old. Twenty-four of the fifty respondents are between the ages of thirty and forty. 5 respondents are 51 years of age or older, 15 respondents (30%) are

between the ages of 41 and 50, and this comprises 48% of the respondents. Following the respondents' marital status distribution, 5 (20%) of the respondents are single, 45 (90%) are single, and none of the respondents are divorced. Most responders are married, according to the percentage. Regarding the respondents' religious distribution, the results of the questionnaires that were given out showed that 26 (52%) of the total respondents are Muslims and 24 (48%), on the other hand, are Christians. Not a single respondent stated that they were followers of any other faith. Based on their academic background, the questionnaire responses indicate that 4 respondents (8%) hold an O'Level certificate, 16 respondents (32%) hold an ND/NCE certificate, 22 respondents (44%) hold an HND/BSC certificate, and 8 respondents (16%) hold an MSC/PHD. Regarding the respondents' years of service, 28 (56%) have been in service for 5–10 years, 22 have been in service for more than 10 years, and none have been in service for less than 5 years.

The responses provided by the responders to the questions are shown in Table 2. Six respondents (12%) disagree, 18% strongly disagree, and most respondents (20%) strongly believe that corrective discipline can be a practical strategy for enhancing employee performance in a business. Additionally, 34 respondents (68%) strongly agree that effective disciplinary action is a viable tool for guiding employee behavior toward the achievement of organizational goals, while 8 respondents agree, 8% strongly disagree, and 8% disagree. Additionally, the table indicates that 46% strongly agree that a discipline system determines employees' adherence to rules and regulations in an organization, while 24% agree with the question, 20% strongly disagree, and 5 respondents, or 10%, disagree. The table additionally shows that 24% of respondents highly believe that there is a connection between employee performance development and discipline in the workplace, whereas 15 respondents (30%) agree, 10 respondents (20%) strongly disagree, and 13 respondents disagree. According to the data, 13 respondents agree, 3 strongly disagree, and only 4 disagree that an effective disciplinary system is not an effective way to improve productive employee performance in an organization. This indicates that 60% of respondents strongly agree with this statement.

Table 1: Demographic distribution of respondents

Variables	Frequency	Percentage
Gender:		
Male	32	64
Female	18	36

Age:		
Below 30yrs	6	12
30–40yrs	24	48
41–50yrs	15	30
51yrs and above	5	10
Marital Status:		
Single	5	10
Married	45	90
Divorce	-	-
Religion:		
Islam	26	52
Christianity	24	48
Others	-	-
Qualification:		
O' Level	4	8
ND/NCE	16	32
B.Sc./HND	22	44
M.Sc./PGD	8	16
Job Experience:		
Below 5yrs	-	-
5–10yrs	28	56
Above 10 years	22	44
Total	50	100

Table 2: Relationship between discipline and employee performance

Question	Answer	Frequency	Percentage
Corrective discipline can serve as a viable means of improving employee performance in an organization	Strongly Agree	25	50
	Agree	10	20
	Strongly Disagree	9	18
	Disagree	6	12
Effective disciplinary action is viable instrument of directing employee behaviour towards the accomplishment of organization goals	Strongly Agree	34	68
	Agree	8	16
	Strongly Disagree	4	8
	Disagree	4	8

Discipline system determine workers adherence to rules and regulations in an organization	Strongly Agree	23	46
	Agree	12	24
	Strongly Disagree	10	20
	Disagree	5	10
There is relationship between discipline and improvement of employee performance in the organization	Strongly Agree	12	24
	Agree	15	30
	Strongly Disagree	10	20
	Disagree	13	26
Effective disciplinary system is not the effective means of enhancing productive employee performance in an organization	Strongly Agree	30	60
	Agree	13	26
	Strongly Disagree	3	6
	Disagree	4	8
	Total	50	100

Table 4 showed that 30 respondents, or 60% of the respondents, strongly agreed that one of the effective tools for enhancing overall organizational performance is the implementation of an effective disciplinary system. Of the respondents, 44% agreed, 20% strongly disagreed, 4% disagreed, and only 2% were unsure. Furthermore, 26 respondents agree, 8% strongly disagree, and 5 disagree that gross staff indiscipline has a detrimental impact on the productivity of the firm. Of these, 28 respondents (68%) strongly agree. According to the table, 60% of respondents strongly believe that there is a relationship between an organization's disciplinary system and employee motivation. Of those surveyed, 20% agree with the statement, while 12% strongly disagree and 8% disagree. Thirty-two respondents strongly agree, twelve respondents, or twenty-four percent, agree, four respondents, or eight percent, strongly disagree, and two respondents disagree that rewarding a disciplined employee would encourage their performance and dedication to the company. According to the data, most respondents (60%) strongly agree that the lack of an effective disciplinary system is the reason for poor performance in public organizations. Ten respondents agree, seven strongly disagree, and only three disagree that inadequate facilities pose a significant challenge to secondary school administration in Oyo State.

According to Table 5, 20% of respondents strongly agree, 30% strongly disagree, and 6% dispute that ethnicity and nepotism hinder the impartial and efficient disciplinary system in most public enterprises. 34 respondents (68%) highly agree, 8 respondents (16%) agree, 8% strongly disagree, and 4 respondents disagree that corruption is one of the main reasons compromising an efficient disciplinary system in public organizations. According to the data,

46% of respondents strongly agree that political affiliation and interference lessen the severity of punishment meted out to certain negligent employees in the public sector, while 12 respondents, or 24% of the sample, agree, 10 strongly disagree, and 5 disagree. According to the above table, most respondents (44%) strongly agree that patronage and favoritism limit the effectiveness of disciplinary procedures in the majority of organizations. Of those surveyed, 10 agree, 8 strongly disagree, and 10 disagree.

Twenty percent of respondents strongly agree, thirty percent strongly disagree, and six percent disagree that progressive and corrective disciplinary measures are an effective way to improve employee performance in an organization (see table 8 above). Eight (16%) respondents agree, 8% strongly disagree, and four respondents dispute that progressive and corrective disciplinary measures are an effective way to improve employee performance in an organization. Thirty-four (68%) respondents highly agree. Additionally, the table indicates that 46% strongly agree that effective disciplinary action against all employees without exception would be made possible by proper centralization of disciplinary action, while 12 respondents, or 24%, agree, 10 respondents strongly disagree, and 5 respondents disagree.

Table 3: Impact of effective disciplinary system on organization effectiveness

Question	Answer	Frequency	Percentage
The use of effective disciplinary system is one of the effective instrument of improving overall organization performance	Strongly Agree	15	30
	Agree	22	24
	Strongly Disagree	10	20
	Disagree	3	6
Gross indiscipline among staff has negative implications on organization productivity	Strongly Agree	28	56
	Agree	13	26
	Strongly Disagree	4	8
	Disagree	5	10
Is there any relationship between disciplinary system and employee motivation in an organization	Strongly Agree	30	60
	Agree	10	20
	Strongly Disagree	6	12
	Disagree	4	8
	Undecided	-	-
Reward for disciplined employee would stimulate employee performance and commitment to the organization	Strongly Agree	32	64
	Agree	12	24
	Strongly Disagree	4	8
	Disagree	2	4
	Undecided	-	-

The poor performance in public organization is an outcome of absence of effective disciplinary system	Strongly Agree	30	60
	Agree	10	20
	Strongly Disagree	7	14
	Disagree	3	6
	Undecided	-	-
Total		50	100

Table 4: Factors affecting effective disciplinary system

Question	Answer	Frequency	Percentage
Can ethnicity and Nepotism undermine objective and effective disciplinary system in most public organizations	Strongly Agree	25	50
	Agree	10	20
	Strongly Disagree	12	24
	Disagree	3	6
	Undecided	-	-
Is corruption one of the major factors undermining effective disciplinary system in public organization	Strongly Agree	34	68
	Agree	8	16
	Strongly Disagree	4	8
	Disagree	4	8
	Undecided	-	-
Do you agree that political interference and affiliation reduce the extent at which some erring workers are punish in the public sector	Strongly Agree	23	46
	Agree	12	24
	Strongly Disagree	10	20
	Disagree	5	10
	Undecided	-	-
Can favourism as well as Patronage system serve as constraint to the effectiveness of disciplinary system in most organization	Strongly Agree	22	44
	Agree	10	20
	Strongly Disagree	8	16
	Disagree	10	20
	Undecided	-	-
Total:		50	100

Table 5: Towards Enhancing Effective disciplinary system in an organization

Question	Answer	frequency	Percentage
Can progressive and corrective disciplinary measure as an effecting means of making	Strongly Agree	25	50
	Agree	10	20
	Strongly Disagree	12	24

discipline improve employee performance in an organization	Disagree	3	6
	Undecided	-	-
	Total	50	100
Can Proper centralization of disciplinary action would enable effective disciplinary action on all employee without exception	Strongly Agree	34	68
	Agree	8	16
	Strongly Disagree	4	8
	Disagree	2	4
	Undecided	2	4
Total		50	100

Testing of Hypotheses

The first null hypothesis, according to which employee punishment has no discernible effect on the performance of the entire business, is tested in this research. The X^2 determined by the test, which is shown in Panel A (Table 7), is 17.38. X^2 tallied equals 5.84 with a degree of freedom of 4 and a level of significance of 0.05, rejecting the null hypothesis. The second null hypothesis, according to which effective disciplinary action is not a practical tool for guiding employee behavior toward the achievement of corporate goals, is tested in this work. The test, which is shown in Panel A (Table 7), yielded an X^2 of 29.21. X^2 tabulated equals 5.84 with a degree of freedom of 4 and a level of significance of 0.05. The null hypothesis is thus disproved. The study examines the third null hypothesis, which holds that there is no significant connection between correcting an employee's undesirable behavior and disciplinary action. Based on the test, the X^2 estimated is 20.89, as shown in Panel A (Table 7). X^2 tabulated equals 5.84 with a degree of freedom of 4 and a level of significance of 0.05. The null hypothesis is thus disproved.

Table 7: Test of Hypothesis

OPTION	FO	FE	FO-FE	(FO-FE)-2	(FO-FE) ² /FE
Null 1: Employee discipline has no significant impact on overall organization performance					
Strongly Agree	25	12.5	12.5	156.25	12.5
Agree	10	12.5	-2.5	6.25	0.5
Strongly disagree	9	12.5	-3.5	12.25	0.98
Disagree	6	12.5	-6.5	42.5	3.4
Total	50	50			41.4

Null 2: Effective disciplinary action is not a viable instrument of directing employee behaviour towards the accomplishment of organizational goa

Strongly Agree	28	12.5	15.5	240.5	19.22
Agree	13	12.5	0.5	0.25	0.02
Strongly disagree	4	12.5	-8.5	72.25	5.78
Disagree	5	12.5	-7.25	52.35	4.19
Total	50	50			29.21

Null 3: no meaningful relationship exists between disciplinary action and correction of employee unwanted behaviour.

Strongly Agree	25	12.5	12.5	156.25	12.5
Agree	10	12.5	2.5	6.25	0.5
Strongly disagree	12	12.5	0.5	0.25	0.02
Disagree	3	12.5	-9.5	90.25	7.37
Total	50	50			20.89

5. Conclusions

One crucial and essential tool for improving organizational performance is employee discipline. The performance of employees and the organization is positively impacted by an effective disciplinary system because discipline is a practical way to boost employee performance, it guides employee behavior toward the achievement of organizational objectives, and it assesses employees' compliance with rules and regulations. There is a strong correlation between punishment and raising employee performance levels within the company. An organization's productive employee performance is always improved by an efficient disciplinary procedure. A disciplinary system can increase employee motivation in a business since severe staff indiscipline always has a detrimental effect on production. Employee performance and dedication to the company would be increased by rewarding well-behaved and disciplined workers. However, the main elements hindering an objective and successful disciplinary system in public organizations are corruption, nepotism, and ethnicity. One of the main elements affecting productivity and effectiveness in most public organizations is the degree to which certain negligent employees are punished in the public sector. It was also shown that political influence and connection, favoritism, and the patronage system lessen this punishment.

In light of the study's overall conclusions, the following suggestions are made disciplinary issues should always be resolved quickly, and those who are at fault should receive the proper punishment in order to discourage others. Additionally, disciplinary proceedings must be

documented in records, which should frequently be consulted when applying for promotions and other rewards. Organizations must implement situational and contextually relevant discipline management systems to have effective discipline. Effective disciplinary action against every employee, without exception, would be possible with proper centralization of discipline. This would guarantee fairness and the lack of favoritism while interacting with various personnel inside the company. Eliminating nepotism, favoritism, and ethnicity from organizational procedures would improve the effectiveness of the discipline in public organizations, as these characteristics are among the factors that affect it. Additionally, top officials' practice of giving certain personnel special treatment due to their religion or tribal membership needs to end.

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