**THE IMPACT OF EMPLOYEE DISCIPLINE ON ORGANIZATION PERFORMANCE: A CASE STUDY OF IBADAN POLYTHENIC**

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**ABSTRACT**

This study was carried out to examine the impact of employee discipline on organization performance using Ibadan Polytechnic as case study. To carry out the study, 3 research hypothesis were posed. The study adopted a descriptive survey design. The study was carried out in Ibadan, Oyo state. The population of the study comprised of all the staff of Polytechnic Ibadan. The population size of the study was 67 respondents. The instrument for data collection in this study was structured questionnaire. Data collected were analyzed using frequency Table while the hypothesis were tested using chi-square statistical tool SPSS v23. The major findings of the study disclosed that employee discipline has significant impact on overall organization performance. Effective disciplinary action is a viable instrument of directing employee behaviour towards the accomplishment of organizational goal. And there is meaningful relationship between disciplinary action and correction of employee unwanted behaviour. Based on the findings; the research proffered the following recommendation; since current code of discipline affected the employee performance to a certain extent, there should be increased support for learning of the code of discipline and new employees should go through proper induction. This will ensure performance throughout the employees stay in the organization. Administrators and supervisors should therefore be responsible for the investigation of counterproductive behavior, preferably by conducting personal interviews with offenders in order to determine the causes of their misconduct and to address personal problems, if necessary. And the government should come up with policies on how to discipline the employees and the mechanism should fast be vetted to ensure they are not harsh so that employees don’t fear the process of discipline but respect it.

**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 [1998] 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 [1999] 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 [1983] 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, 2000)

Odiagbe (1998) 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 (1976) 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 (1976) 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 (2014) 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, (2002) 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 (2001), ‘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 (2001) 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 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**

This study intends to

1. To appraise the impact of employee discipline on organization performance

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

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

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

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

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

**1.4. Statement of Hypotheses**

Ho: Employee discipline has no significant impact on overall organization performance

H: Employee discipline has significant impact on overall organization performance

Ho: Effective disciplinary action is not a viable instrument of directing employee behaviour towards the accomplishment of organizational goal

Hi: Effective disciplinary action is a viable instrument of directing employee behaviour towards the accomplishment of organizational goal

Ho: There is no meaningful relationship between disciplinary action and correction of employee unwanted behaviour

Hi: There is meaningful relationship between disciplinary action and correction of employee unwanted behaviour

**1.5. Significance of the Study**

Discipline is highly instrumental to effective organizational 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 organizational 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 organizational performance, specifically; the interest of the study will be restricted on the Polytechnic Ibadan, due to time and finance constraints. Thus, the investigation of the study will be conduct within the Polytechnic Ibadan and the focus of the study will be on members of staff of the institution

**1.7. Limitations To The Study**

There are the possible problems the researchers may face in the course of

conducting the research work which may include:

**Financial constraint**

Every good and successful research work requires sufficient finance. However, this research work may face the problem of finance as a result of the little financial resources at the disposal of the researchers.

**Time constraint**

The conduct of all activities relating to the research work is time consuming whereas the institution has specified limited time for the conduct of the research work. The allotted time for study is too short for the conduct of the research and this may limit the scope of the research work.

**1.8. Definition Of Operational 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.

**1.9 Historical Background Of The Case Study**

The polytechnic, Ibadan was established in 1970 as a successor to the erstwhile technical college, Ibadan under the provisions of a principal edict cited as the polytechnic, Ibadan edict 1970. This edict has undergone several amendment in order to make the polytechnic relevant to the present day needs of Oyo State, the prospector in particular and Nigeria in general.

The primary function of the polytechnic is to provide for student training and development of the techniques in applied science, engineering environmental science and commerce. The polytechnic has been producing majorly middle level manpower that has been making valuable contribution to the social and economic development of the country.

Over the years, the polytechnic has also produced high level manpower in some area such as urban and regional planning, mass communication, public administration, engineering e.t.c. The primary focus of the polytechnic is training that is practical oriented. The institution has been performing this function creditably well for almost forty-eight (48) years. The graduate of the polytechnic, Ibadan are fund in almost all area of endeavor all over the country and even outside the country.

By the amendment of the principal edict of the polytechnic, which came into force on 17th, March 1987, four satellites computers of the polytechnic were created. They took off during 19811982 Session and were sited at Eruea saki, Iree and Esa-oke. Each of the campuses is headed by a director who is responsible to the Rector of the administration and discipline of the campus. However, with the creator of Osun state, the campus at Iree and Esa-oke beceme the property of Osun State government.

Since 1975/1976, state academic session, the polytechnic, Ibadan has been operating on faculty system for easier work co-ordination and management. At present, these are five faculties namely: Engineering, Science, Environment Studies, Financial and Management Studies and Business and Communication Studies. The faculties offer Higher National Diploma and Nation Diploma Programmes. The student enrolment of the institution has continued to grow over the years.

**The Principal/Officers Of The Polytechnic**

The officer of the Polytechnic constitutes the core of the management of the institution. They are:

The Rector, who is the chief academic and executive officer of the institution. He is responsible to the governing council for the day to day activities administration and discipline of the polytechnic. Deputy Rector is the next in rank to the Rector; he performs function and duties as may be assigned to him by the Rector. He looks after the institution in the absence of the Rector.

Registrar is the chief administration officer and his responsible to the rector for the general administration of the affairs of the polytechnic. Chief librarian is responsible to the rector for proper administration stocking of the librarian and other facilities.

Director of works and services is responsible to the rector for maintenance of building and vehicles, capital projects e.t.c. of the polytechnic. The Chief Security Officer is responsible for the security of institution as a whole. The various heads of faculties are responsible for the administration of their respective faculties and the Head of Department administer each department.

**CHAPTER TWO**

**LITERATURE REVIEW**

**INTRODUCTION**

Our focus in this chapter is to critically examine relevant literature that would assist in explaining the research problem and furthermore recognize the efforts of scholars who had previously contributed immensely to similar research. The chapter intends to deepen the understanding of the study and close the perceived gaps.

Precisely, the chapter will be considered in three sub-headings:

* Conceptual Framework
* Theoretical Framework
* Chapter Summary

**2.1 CONCEPTUAL FRAMEWORK**

**Workplace Discipline**

There is no universally acceptable definition of discipline. Some scholars perceive discipline as a form of punishment which brings about fear and disdain when a person is involved in inappropriate acts. On the other hand, some scholars view discipline as the behavior of good conduct and adherence to established rules and regulations (Idris & Alegbeleye, 2015). Discipline in the workplace is the means by which supervisory personnel correct behavioral deficiencies and ensure adherence to established rules. In the simplest term, discipline refers to the orderly behavior exhibited by individuals or group of individuals. Discipline equally refers to the behavior that is in line with established rules and regulations. In management parlance, employee discipline implies that employees adhere to the rules and regulations established by an organization for appropriate behavior (Onah, 2009). Knight (2014) viewed discipline as a form of behavior traceable to a particular training. According to Dumisan (2012), discipline refers to observance and total compliance to the rules and regulations of a society, community or organization. Calhoon (2008) defines discipline as a catalyst that propels individuals or groups of individuals to comply with the rules and regulations which are imperative for the smooth running of an organization. Similarly, Schultz (1994) described discipline as a force that restricts individuals or groups of individuals from embarking on activities that are contradictory to the policies of an organization. Discipline could as well refer to the implementation of punitive measures for violating the rules and regulations of an organization (Ajila & Omotayo, 2012). The Australian Institute of Management viewed discipline as appropriate behavior exuded by members of a group in tandem with the mission and vision of such a group. Discipline refers to the punitive actions enforced by an organization of erring employees. Discipline could also be actions undertaken to prevent employees from violating the rules of an organization. According to Bedeian (2007), discipline is punitive action enforced on an employee that erred against the stated rules of an organization. Bedeian (2007) added that employee discipline is pertinent to the enhancement of employee performance in particular and organizational performance in general, and without staff discipline, job performance of employees may not be satisfactory to the organization. Putting these definitions together, discipline could be defined as the demonstration of acceptable behavior by the employees that are in line with the rules and regulations of an organization. Staff discipline is a management tool utilized by organizations to achieve organizational objectives. The importance of staff discipline is to prevent and/or correct anomalies and digression from stated procedures and policies of an organization. The effectiveness of an organization is predicated on staff discipline, which involves total observance to the established processes, policies and procedures of an organization.

**Characteristics of Employee Discipline (Workplace Discipline)**

According to Calhoon (2008), employee discipline has three peculiar characteristics. Firstly, employee discipline is an act of self-control. Employee discipline refers to the personal efforts at self-control to adhere to the stated procedures and regulations of an organization in order to ensure that organizational goals are accomplished. Secondly, employee discipline is a negative approach. This implies that discipline motivates individuals to embark on certain activities, and on the other hand, it equally discourages people from carrying out some activities. Lastly, employee discipline is a punitive approach. This connotes that discipline brings about punishment on employees if they disregard or err against the established rules and regulations of an organization. Punishments are given to erred employees not to change past and unacceptable behaviors, but to prevent them from emerging in the nearest future.

**Meaning and Relevance of Employee’s Discipline**

According to Richard, (2014), “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, (2011), 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, (2013), “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 (2012) 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.

**Objectives of Employee Discipline**

Nwosu & Ugwuerua (2015) averred that the purpose of discipline particularly in an organization is to curtail misconduct among employees, correct erred employees and to prevent such misbehaviors from reoccurring in the future. According to Apalia (2017), the objectives of employee discipline are:

1. To ensure employees adhere to the code of conduct and standards of performance of an organization. Employees are disciplined after failing to produce desired outcomes. The failure could be associated either to the responsibilities carried out by an employee or neglect of rules and procedures deemed necessary for appropriate work behavior.

2. To maintain respect between subordinates and superiors. Poorly-administered discipline could de-motivate employees or caused misunderstanding between employees. On the other hand, a well-administered discipline would enhance employee behavior, minimize acts of misconduct and foster a cordial relationship between employees and their employers.

3. To boost the morale of employees for improved job productivity and efficiency. Although, discipline should be enforced for poor performance, however, Nwosu & Ugwuerua (2015) stressed that discipline for poor performance should be exempted for employees that are still being trained on the job. It is wrong for employees to discipline for outcomes beyond their capacities (Beidan, 2007).

**Types of Discipline**

a) Preventive Discipline: This type of discipline is enforced to prevent employees from violating the rules and regulations of an organization. The essence of preventive discipline is to dissuade employees from undertaking activities contradictory to the policies and procedures of an organization.

b) Corrective Discipline: This type of discipline is enforced to punish employees that violated the rules and regulations of an organization. Idris and Alegbeleye (2015) noted the essence of corrective discipline is to impose sanctions on erred employees and discourage future reemergence of unacceptable behaviors among other employees. Corrective discipline is usually used as a deterrent for employees planning to engage in such unacceptable behaviors. The difference between preventive and corrective discipline is that the tool of the former is a threat while that of the latter is punishment.

c) Progressive Discipline: This kind of discipline involves the imposition of heavy sanctions on misbehaviors that are consistently committed. As an employee keep committing the same offense, the sanctions become heavier.

Discipline is of various types, and the types depend on the functions it performs. The commonest types of discipline in a work environment are preventive, corrective and progressive discipline.

**Causes of Employee Indiscipline**

The causes of indiscipline among employees are divergent across organizations but could range from poor remuneration to poor leadership and to lack of effective communication between employers and employees (Onah, 2009). However, the notable causes of indiscipline in the workplace are:

**i. Inappropriate management practices:** At times, management embark on unjust and inappropriate acts such as poor compensation package for staff, lack of mechanisms to ensure proper work-life balance, poor attention to employees’ demands and grievances, late payment of wages and salaries and favoritism in promotional policies. The result of these inappropriate management practices is indiscipline.

**ii. The inadequacy of effective leadership and deficient supervision:** Ineffective leadership could lead to indiscipline if managers lack the capacity to inspire and control employee behaviors to acceptable standards. Furthermore, ineffective supervision would create an avenue for employees to misbehave as there is no mechanism propelling them to adhere to stated rules. Deficient supervision spurs indiscipline.

**iii. Violation of employee rights:** Every employee regardless the position is entitled to certain rights such as respect, freedom of expression, freedom to contribute their quota to the progress of the organization, right for personal growth and right to fair and just treatment. In a situation where these rights are infringed, it would result in job dissatisfaction among employees, eventually culminating to indiscipline.

**iv. Communication gap:** For communication to be effective, it must freely flow from subordinates to superiors and vice-versa. Managers must acknowledge the inputs of their staff to understand their feelings and disseminate information to lower-level employees. The gap in communication between managers and employees could generate indiscipline.

**v. Inadequate attention to staff grievances:** Lack of attention to settle employee grievances results in frustration. Employee grievances should receive speedy attention from management. Neglect of staff grievances births declined job performance, reduced commitment, industrial disputes and indiscipline among staff.

**vi. Lack of rules and regulations:** The absence of rules and regulations in an organization makes it impossible to differentiate acceptable work behavior from unacceptable ones, and this gives employees the opportunity to behave the way they like. The absence of a code of conduct or defined rules and regulations tend to create indiscipline among staff.

**vii. Poor working conditions and discrimination:** A work environment that is poor and unconducive spurs undesirable behaviors among staff. On the other hand, discrimination in the form of gender, religion, education as well as the applying nepotism on issues relating to recruitment, promotion, and transfer result in indiscipline among staff.

**viii. Divide and rule policy:** The adoption of divide and rule policy generates resentment, misunderstanding, and division among employees, which is injurious to the growth of an organization.

**Kinds of Disciplinary Actions undertaken in an Organization**

Disciplinary actions in an organization span from verbal warnings to dismissal. Disciplinary actions are enforced in an organization to reduce undisciplined acts to the barest minimum. The kinds of disciplinary actions utilized in workplaces include:

**a. Verbal warnings:** This equally refers to an oralreprimand. The purpose of verbal warnings or oral reprimand is to communicate to erred employees that such behaviors are undesirable. Verbal warnings should be done in a mature way to avoid employees from losing their self-esteem. As Nwosu & Ugwuerua (2015) rightly put it verbal warning is to correct the behaviors of an employee, not to embarrass or disgrace such employee.

**b. Written reprimand:** This equally refers to a letter of warning. This involves sending a warning letter to erred employees to desist from behaviors unacceptable to the organization. A written reprimand is usually sent after erred employees failed to heed to verbal warnings.

**c. Reassignment:** This involves transferring employees to lower-level positions. Ignatius and Ruliyanto (2017) commented if reassignment is undertaken as a disciplinary measure to embarrass the employee rather than correcting the bad behavior, it has no benefits for the organization. Thus, even though erred employee would be transferred to the less-desirable position, an organization must ensure that such employee is competent to handle the new (lower) position.

**d. Suspension:** This is very effective in situations where the presence of an erred employee would obstruct the investigation carried out by the organization to determine if such employee is innocent or guilty. An employee receives a suspension if he continues to undertake unacceptable behaviors after a series of warning letters have been issued to him. Management experts asserted that suspension is not a potent disciplinary action because an erred employee may exhibit worse behavior than when he left. Suspension ranges between a day to a month, and an employee is entitled to remuneration (wages/salaries) in the suspended period.

**e. Demotion:** This refers to the act of reducing the position or rank of an employee. Demotion is rarely used to correct indiscipline in most organizations. However, demotion is appropriate in situations when an employee was promoted without observance to due process. Demotion as a disciplinary measure has some demerits. Firstly, it results in a reduction in the remuneration of an employee. Secondly, it is a form of disgrace to an employee. Lastly, it de-motivates an employee, thereby resulting in dwindled job performance (Ignatius and Ruliyanto, 2017).

**f. De-hiring:** This is an act that prompts employees to resign at free-will. It brings damage to the career of an employee. Typical examples of de-hiring include non-promotion, poor attitude from managers and assigning less-desirable tasks.

**g. Dismissal:** An employee is dismissed if there is strong evidence of misconduct or violation against the rules of an organization. This is the most severe form of disciplinary action. It is expedient for organizations to issue dismissal letter after a series of warnings might have been given to an employee.

**Kinds of Disciplinary Actions undertaken in Ibadan Polytechnic**

Disciplinary action may be taken against a member of staff for proven misconduct. Misconduct here means:

1) Conduct of a scandalous or disgraceful nature such as corruption, dishonesty, fraud, falsification or suppression of records, abuse of office.

2) Conduct prejudicial to discipline and good administration e.g., insubordination (including unruly behavior and disobedience over lawful order, e.g. refusal to accept posting), negligence of duty, absence from duty without authority and persistent irregularity and lateness to work.

3) A conviction for a criminal offense (other than contraventions)

4) Conduct which may constitute failure or inability to discharge the functions of one’s office or to comply with the terms and conditions of one’s service.

5) Disclosure of confidential official information.

The following disciplinary actions, among many others, deemed suitable may be imposed on staff as a sanction for misconduct:

**i. Warning – Oral/written:** An employee who commits minor misconduct or who is inefficient in the performance of his duties may be queried and warned orally by his Head of Department. An employee whose conduct or work appears unsatisfactory shall be given a query. If his excuse is considered by the Registrar as adequate, no further action shall be taken. If his explanation is not considered adequate, a decision shall be recorded in writing against him in form of a written warning.

ii. Withholding of salary increment (the authority exacting this disciplinary action should determine the duration, which, no doubt, will be influenced by the gravity of the offense).

iii. Denial of promotion (for any length of time)

iv. Denial of any other benefit (as may deem appropriate e.g. granting of study leave).

**v. Downgrading**: the employee will move to a job with a lower pay grade or level of responsibility.

**vi. Suspension:** Whenever, in the opinion of a Head of Department misconduct which is of such nature as not to warrant dismissal has been committed by an employee, the Head of Department concerned may recommend through the Registrar to the committee that the employee is suspended without pay for a specified period. When an employee has been suspended, he shall thereupon be forbidden to carry on his duties and to visit his place of work without the express permission of the Rector.

**vii. Interdiction:** Where an employee has been charged with a criminal offense, whether or not connected with the Polytechnic, the Rector may interdict him from his duties forthwith. Formal notice of interdiction shall be given to the employee concerned in writing. Where an employee has been interdicted, he shall be entitled to receive half of his salary. An employee who is under interdiction shall be required to hand over any uniform, account books and records, and any other property of the Polytechnic, in his charge to such person as the Head of department order and he shall be forbidden to carry on his duties and to visit his place of work except with the express permission of the Rector. The committee may,however, review the circumstances of the case with a view to determining the desirability of his continuation in the service of the Polytechnic, if it is found undesirable that he should continue in the service of the Polytechnic, his appointment shall be terminated forthwith.

**viii. Termination:** An unconfirmed employee may have his appointment terminated with three months’ notice or three months’ pay in lieu of notice if at any time during probation his Head of Department or the Rector is of the opinion, that it is undesirable that he should continue in the service of the Polytechnic, such a notice shall be given on any date of the month and shall be calculated from the date on which the notice is given to the day numerically corresponding to that day in the following month, less one day. An employee who is confirmed in his appointment may have his appointment terminated by the Polytechnic on grounds of general inefficiency provided that he has previously been warned at least thrice by the Personnel Office that his work has been unsatisfactory or because of his bad conduct. A casual employee may have his appointment terminated by reason of his being found redundant in his Department. In this case, the decision of the Head of Department concerned shall be final. A confirmed employee whose appointment is terminated for inefficiency shall be given three calendar months’ notice or alternatively three months’ pay in lieu of notice. An employee who terminates his appointment by resignation shall be required to give three months’ notice or pay three months’ salary in lieu.

**ix. Dismissal:** An employee under interdiction who is found guilty of any of the charges preferred against him may be dismissed and if so, shall not subsequently receive any part of any short payment of his salary, notwithstanding that he may have been found not guilty of some of the charges. Failure to disclose any previous conviction for a criminal offense will lead to summary dismissal. An employee convicted on a criminal charge shall not receive any emoluments for the period following the date of his correction. An employee dismissed for misconduct shall not be eligible for leave, gratuity or pension.

**Organizational Effectiveness**

Organization effectiveness refers to the degree at which an organization accomplishes its stipulated goals and objectives (Armstrong, 2010). Organizational effectiveness equally implies that there is little or no deviation between the actual and expected performance. Employees are the life-blood of any organization and accomplishment of organizational goals without the involvement of employees is impossible. This, therefore, necessitates the reason why management should build a cordial relationship with its employees. The effectiveness of an organization is at the mercy of employee effectiveness. Organizational efficiency and organizational effectiveness are used interchangeably in literature; however, both concepts are different. According to Fred (2012), organizational efficiency refers to the judicious use of organizational resources to maximize productivity and profitability. Organizational efficiency is applied to the internal modus operandi of a firm. On the other hand, organizational effectiveness is associated with the human aspects of activities within the organization. Effectiveness is the capacity of employees to meet their settargets within a stipulated time period.

**Determinants of Organizational Effectiveness in Disciplinary Actions**

Obisi, Samuel, andElegbede (2013) pointed out that there are four factors that determine the effectiveness of organizations in disciplinary actions, and they include:

**a) Proper selection of employees:** This involves that the selection and recruitment policy adopted by an organization sets the pace for its performance. Selection of employees should be predicated on soft skills such as honesty, diligence, maturity, and integrity. The characteristics of employees determine internal discipline in an organization.

**b) An adequate system of motivation:** This involves the use of disciplinary measures to maintain acceptable behaviors and stimulate job performance among employees. Employees who are disciplined and obedient to the rules of an organization should be compensated for good conduct. This goes a long way to boost the effectiveness of employees, consequently organizational effectiveness.

**c) Necessary rules and regulation:** This connotes that rules must be excessive in an organization. A rule should be discarded once it has achieved its purpose. Organizational rules should be subjected to periodical review. An organization cannot be effective if it continues to subject employees to too many rules.

**d) Awareness of rules enforcement**: There is a tendency for employees to abide with established rules if they know they would receive sanctions for violating such rules.

**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 (2009) 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 (2011) Module 5. When a person is disciplined, he or she possesses the trait of being well-behaved. In this context, the word discipline is related to the words conduct, 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, wellbred individual. A person who is competent, confident and caring is always known to have a disciplinary approach towards life.

**Performance**

According Mangkunagara (2001) performance is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities given to him. Performance is the result or the overall success rate of a person during a certain period in carrying out the task compared with a range of possibilities, such as the standard of the work, the target or targets or criteria that have been determined in advance and have been agreed (Riva and Basri, 2005). Performance is a function of motivation and ability. To complete the task or job a person should have a degree of willingness and a certain level of ability. The willingness and skills of a person would not be effective. To do something without a clear understanding of what is done and how to do (Riva, 2005). Bernardin (2001) stated that the performance is a record of the results produced (generated) on a particular job function-specific during a specific time period. From these definitions, Bernardin stressed the notion of performance as a result, not a character trait (trait) and behavior. The notion of performance as a result are also linked to productivity and effectiveness (Ricard, 2003).

Murphy (in Ricard, 2003) states that the performance of a set of behaviors that are relevant to the goals of the organization or organizational unit where people work. The notion of performance as behavior is also expressed by Mohrman, Campbell, Cardy and Dobbins, Waldman (in Ricard, 2003). Performance is synonymous with behavior. Performance is something that actually people are working and can be observed. In this sense, the performance includes actions and behaviors that are relevant to the organization's objectives. Performance indicators(performance)by Mangkunagara (2004) is influenced by four factors, namely:

a. Quality of Work, is the quality of the work achieved an employee in carrying out the tasks assigned to them.

b. Quantity of work, is the amount of work achieved an employee in carrying out the tasks assigned to them.

c. Responsibility, is the ability of an employee complete the work assigned to him as well as possible and in a timely manner, and dare to bear the risk of its decision or actions. d. Attitude, a mental condition that encourages a person to strive to achieve employment potential to the fullest. From some of the above opinion can be concluded that the performance is the result of work achieved so that every employee can contribute to the company. The performance assessment is a process of the company in evaluating the job performance of the company.

**2.2 THEORETICAL FRAMEWORK**

The theoretical underpinning of the study is predicated on Max Weber’s bureaucratic management theory. Weber (1946) opined that bureaucracy remains the most effective way to administrate an organization. Weber (1946) asserted that bureaucracy is a better management style that ensures that every employee receives fair and equal treatment and work are appropriately allocated to each employee. According to the theory, bureaucracy is very imperative for large organizations in which employees carry out all assigned tasks in a structural and orderly manner. In a bureaucratic work environment, employees are selected and/or promoted based on their level of competence. According to Patrick (2015), the theory of bureaucratic management hinges on three major elements.

1. Every activity in a bureaucratic work environment is official.

2. Management has the power to establish rules and regulations.

3. Rules can be respected based on laid down methods.

According to Weber (1946), bureaucracy forms the basis for the strategic formation of an organization and the essence of bureaucratic management is to engender organizational efficiency and management. Bureaucracy is an appropriate way of managing and administrating an organization. There are six principles of bureaucratic management namely task specialization, hierarchical authority, formal selection, rules and requirements, career orientation and impersonal. The principle of rules and requirements posits that rules and regulations should be made detailed, predictable and explicit. Employees are expected to know the things required of them. Procedures and processes of the organization should be carried out in accordance with the established rules. The enforcement of rules by management brings about uniformity in the behavioral attitudes of employees and enhances the coordination of the efforts of employees.

**2.3 EMPIRICAL REVIEW**

Wurim, (2012), 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, (2013) 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 (2011) 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.

The findings of prior studies on the subject matter are varying. This is because the conceptualization of discipline varies from one organization to another. Patrick (2015) examined the relationship between workplace discipline and organizational productivity of 15 manufacturing firms in the South-south zone of Nigeria. The results indicated a positive and significant relationship between workplace discipline and organizational productivity of selected manufacturing firms. Wedega (2012) provided an empirical assessment of the effect of disciplinary procedures on employee punctuality and performance at AngloGold Ashanti, Obuasi Mine, Ghana. The findings showed that the perception of employees towards disciplinary procedure is for positive transformation and results in enhanced employee job performance. Heru and Heru (2018) investigated the influence of communication and work discipline on employee performance with empirical evidence from DwiArsaPersada Foundation in Indonesia. The result showed that communication and work discipline significantly predicted employee performance. Marsela (2017) examined the perceived influence of disciplinary action on employee performance in Baringo County Government in Kenya. The findings revealed that disciplinary actions that robustly drive employee performance include verbal reprimand, written reprimand, suspension without compensation, suspension awaiting investigation and dismissal. Ignatius and Ruliyanto (2017) examined competence, training and work discipline as predictors of employee performance in Krakatua Argo Logistics Limited, Indonesia. The findings indicated that the individual effect of competence, training and work discipline is significant on employee performance. Competence emerged as the most influential variable with a contribution of 54.2% followed by training 20.3% and work discipline -16.2%. A similar study was carried out by Warris (2015), the result showed that the individual effect of competence, training, and discipline is significant on employee performance. Job discipline emerged as the most influential predictor of employee performance followed by competence and training. Cerdaryana, Luddin, and Yetti (2018) examined the influence of work discipline, career development and job satisfaction on employee performance of the Ministry of Research and Technology in Indonesia. The findings revealed that work discipline, career development, and job satisfaction are significantly predicted employee performance. Ajila and Omotayo (2012) examined the attitudes of workers towards disciplinary actions in business organizations using International Breweries Plc, Nigeria as a case study. The results revealed that is no significant difference between the employees’ attitude towards disciplinary actions on the basis of gender and marital status. Also, attitude towards disciplinary actions varies across job levels. Onah (2009) investigated staff to control and discipline in the University system using the Enugu State University of Science and Technology. The findings showed that proper leadership is the most effective way of maintaining control and discipline in ESUT. Also, the enforcement of rules and appropriate supervision are potent measures for promoting discipline in ESUT. Idris and Alegbeleye (2015) assessed the importance of discipline on the organizational effectiveness of the Nigerian Customs Service. Their findings showed that indiscipline has an impact on staff performance and organizational effectiveness. Also, it was found that openness in disciplinary measures can duly tackle indiscipline among employees in the customs service.

**CHAPTER SUMMARY**

In this review the researcher has sampled the opinions and views of several authors and scholars on discipline and organizational/employee discipline. The works of scholars who conducted empirical studies have been reviewed also. The chapter has made clear the relevant literature.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

**3.1 AREA OF STUDY**

The Polytechnic, Ibadan is an institution of higher learning in Ibadan in Oyo State, Nigeria. Founded in 1970, Poly Ibadan is similar to other polytechnics in Nigeria. The institution was established to provide an alternative higher education to universities, particularly in technical skill acquisition.

**3.2 RESEARCH DESIGN**

Research designs are perceived to be an overall strategy adopted by the researcher whereby different components of the study are integrated in a logical manner to effectively address a research problem. In this study, the researcher employed the survey research design. This is due to the nature of the study whereby the opinion and views of people are sampled.

**3.3 POPULATION OF THE STUDY**

According to Udoyen (2019), a study population is a group of elements or individuals as the case may be, who share similar characteristics. These similar features can include location, gender, age, sex or specific interest. The emphasis on study population is that it constitute of individuals or elements that are homogeneous in description.

This study was carried out to examine the the impact of employee discipline on organization performance using Ibadan Polytechnic as case study.

Hence, the entire staff of Ibadan Polytechnic form the population of the study.

**3.4 SAMPLE SIZE DETERMINATION**

A study sample is simply a systematic selected part of a population that infers its result on the population. In essence, it is that part of a whole that represents the whole and its members share characteristics in like similitude (Udoyen, 2019). In this study, the researcher adopted the convenient sampling method to determine the sample size.

**3.5 SAMPLE SIZE SELECTION TECHNIQUE AND PROCEDURE**

According to Nwana (2005), sampling techniques are procedures adopted to systematically select the chosen sample in a specified away under controls. This research work adopted the convenience sampling technique in selecting the respondents from the total population.

In this study, the researcher adopted the convenient sampling method to determine the sample size. Out of all the entire staff of Ibadan Polytechnic, the researcher conveniently selected 67 staff which comprise of 27 senior staff and 40 junior staff making a sum of 67 participates as sample size for this study. According to Torty (2021), a sample of convenience is the terminology used to describe a sample in which elements have been selected from the target population on the basis of their accessibility or convenience to the researcher.

**3.6 RESEARCH INSTRUMENT AND ADMINISTRATION**

The research instrument used in this study is the questionnaire. A survey containing 7 questions were administered to the enrolled participants. The questionnaire was divided into two sections, the first section enquired about the responses demographic or personal data while the second sections were in line with the study objectives, aimed at providing answers to the research questions. Participants were required to respond by placing a tick at the appropriate column. The questionnaire was personally administered by the researcher.

**3.7 METHOD OF DATA COLLECTION**

Two methods of data collection which are primary source and secondary source were used to collect data. The primary sources was the use of questionnaires, while the secondary sources include textbooks, internet, journals, published and unpublished articles and government publications.

**3.8 METHOD OF DATA ANALYSIS**

The responses were analyzed using the frequency tables, which provided answers to the research questions. The hypothesis test was conducted using the Chi-Square statistical tool, SPSS v.23

**3.9 VALIDITY OF THE STUDY**

Validity referred here is the degree or extent to which an instrument actually measures what is intended to measure. An instrument is valid to the extent that is tailored to achieve the research objectives. The researcher constructed the questionnaire for the study and submitted to the project supervisor who used his intellectual knowledge to critically, analytically and logically examine the instruments relevance of the contents and statements and then made the instrument valid for the study.

**3.10 RELIABILITY OF THE STUDY**

The reliability of the research instrument was determined. The Pearson Correlation Coefficient was used to determine the reliability of the instrument. A co-efficient value of 0.68 indicated that the research instrument was relatively reliable. According to (Taber, 2017) the range of a reasonable reliability is between 0.67 and 0.87.

**3.11 ETHICAL CONSIDERATION**

he study was approved by the Project Committee of the Department. Informed consent was obtained from all study participants before they were enrolled in the study. Permission was sought from the relevant authorities to carry out the study. Date to visit the place of study for questionnaire distribution was put in place in advance.

**CHAPTER FOUR**

**DATA PRESENTATION AND ANALYSIS**

1. **INTRODUCTION**

This chapter presents the analysis of data derived through the questionnaire and key informant interview administered on the respondents in the study area. The analysis and interpretation were derived from the findings of the study. The data analysis depicts the simple frequency and percentage of the respondents as well as interpretation of the information gathered. A total of sixty seven (65) questionnaires were administered to respondents of which fifty (50) were returned and all were validated. This was due to irregular, incomplete and inappropriate responses to some questionnaire. For this study a total of 50 was validated for the analysis.

**4.2 DATA PRESENTATION**

The table below shows the summary of the survey. A sample of 67 was calculated for this study. A total of 50 responses were received and validated. For this study a total of 50 was used for the analysis.

**Table 4.1: Distribution of Questionnaire**

|  |  |  |
| --- | --- | --- |
| **Questionnaire** | **Frequency** | **Percentage** |
| Sample size | 67 | 100 |
| Received | 50 | 85.7 |
| Validated | 50 | 85.7 |

**Source: Field Survey, 2021**

**Table 4.2: Demographic data of respondents**

|  |  |  |
| --- | --- | --- |
| **Demographic information** | **Frequency** | **percent** |
| **Gender**  Male |  |  |
| 32 | 64% |
| Female | 18 | 36% |
| **Religion** |  |  |
| Christian | 28 | 56% |
| Muslim | 22 | 44% |
| Age |  |  |
| 20-30 | 25 | 50% |
| 30-40 | 16 | 32% |
| 41-50 | 09 | 18% |
| 51+ | 00 | 00% |
| **Education** |  |  |
| HND/BSC | 30 | 60% |
| MASTERS | 15 | 30% |
| PHD | 05 | 10% |
| Marital Status |  |  |
| Single | 26 | 52% |
| Married | 16 | 32% |
| Separated | 00 | 00% |
| Divorced | 08 | 16% |
| Widowed | 00 | 00% |

**Source: Field Survey, 2021**

**TEST OF HYPOTHESIS**

Ho1: Employee discipline has no significant impact on overall organization performance.

Ho2: Effective disciplinary action is not a viable instrument of directing employee behaviour towards the accomplishment of organizational goal

Ho3: There is no meaningful relationship between disciplinary action and correction of employee unwanted behaviour

**Hypothesis One**

Employee discipline has no significant impact on overall organization performance.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Response** | **Observed frequencies** | **Expected frequencies (E)** | **O-E** | **(O-E)2** | **(O-E)**  **E** |
| Yes  No  Undecided | 06  32  12  50 | 16.66  16.66  16.66 | -10.66  15.34  -4.66 | -113.6356  235.3156  -21.7156 | -6.8  14.1  -1.3  6.2 |

Degree of freedom = (row-1) (column-1)

= (3-1) (2-1)

= 3\*1

=2

At 0.05 level of significance, given the above degree of freedom, table value of X2 (ie X2t) = 5.991.

**The decision rule is**

Accept Ho if X2t>X2cal, and

Reject Ho if X2t<X2cal

Thus, since the X2t (5.991) < X2cal (6.2), we reject null and accordingly accept alternate hypothesis. This implies that employee discipline has a significant impact on the overall organizational performance

**Hypothesis Two**

**Effective disciplinary action is not a viable instrument of directing employee behaviour towards the accomplishment of organizational goal**.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Response** | **Observed frequencies** | **Expected frequencies (E)** | **O-E** | **(O-E)2** | **(O-E)**  **E** |
| Yes  No  Undecided | 11  28  11  **50** | 16.66  16.66  16.66 | -5.66  11.34  -5.66 | -32.04  128.60  -32.04 | -1.03  8.71  -1.03  6.65 |

Degree of freedom = (row-1) (column-1)

= (3-1) (2-1)

= 3\*1

=2

At 0.05 level of significance, given the above degree of freedom, table value of X2 (ie X2t) = 5.991.

The decision rule is

Accept Ho if X2t>X2cal, and

Reject Ho if X2t<X2cal

Thus, since the X2t (5.991) < X2cal (6.65), we reject null and accordingly accept alternate hypothesis which state that effective disciplinary action is a viable instrument of directing employee behaviour towards the accomplishment of organizational goal.

**Hypothesis Three**

**There is no meaningful relationship between disciplinary action and correction of employee unwanted behaviour**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Response** | **Observed frequencies** | **Expected frequencies (E)** | **O-E** | **(O-E)2** | **(O-E)**  **E** |
| Yes  No  Undecided | 15  24  11  **50** | 16.66  16.66  16.66 | -1.66  7.34  -5.66 | -2.76  59.88  -13.4 | -0.15  6.04  -0.80  7.0 |

Degree of freedom = (row-1) (column-1)

= (3-1) (2-1)

= 3\*1

=2

At 0.05 level of significance, given the above degree of freedom, table value of X2 (ie X2t) = 5.991.

The decision rule is

Accept Ho if X2t>X2cal, and

Reject Ho if X2t<X2cal

Thus, since the X2t (5.991) < X2cal (7.0), we reject null and accordingly accept alternate hypothesis which state that there is meaningful relationship between disciplinary action and correction of employee unwanted behaviour.

**CHAPTER FIVE**

**SUMMARY, CONCLUSIONS AND RECOMMENDATIONS:**

**5.1 Introduction**

This chapter summarizes the findings on the impact of employee discipline on organization performance using Ibadan Polytechnic as case study. The chapter consists of summary of the study, conclusions, and recommendations.

**5.2 Summary of the Study**

In this study, our focus was to examine the impact of employee discipline on organization performance using Ibadan Polytechnic as case study. The study specifically was aimed at appraising the impact of employee discipline on organization performance, determining the extent to which indiscipline has influenced the performance of employee in an organization, identifying the major causes of staff indiscipline in most organizations in Nigeria, identifying the nexus between transparent disciplinary procedures and eradication of gross indiscipline in an organization, investigating into those factors hindering the effectiveness of discipline measure in public organization and then suggest possible recommendations that would enhance a more effective discipline system in public organization in Nigeria.

The study adopted the survey research design and randomly enrolled participants in the study. A total of 50 responses were validated from the enrolled participants where all respondent are staff of Polytechnic Ibadan, Oyo State.

**5.3 Conclusions**

Based on the findings of this study, the researcher made the following conclusion;

1. Employee discipline has significant impact on overall organization performance.
2. Effective disciplinary action is a viable instrument of directing employee behaviour towards the accomplishment of organizational goal.
3. There is meaningful relationship between disciplinary action and correction of employee unwanted behaviour.

**5.4 RECOMMENDATIONS**

Based on the findings and conclusion the study recommend that;

1. Since current code of discipline affected the employee performance to a certain extent, there should be increased support for learning of the code of discipline and new employees should go through proper induction. This will ensure performance throughout the employees stay in the organization.
2. Administrators and supervisors should therefore be responsible for the investigation of counterproductive behavior, preferably by conducting personal interviews with offenders in order to determine the causes of their misconduct and to address personal problems, if necessary.
3. The government should come up with policies on how to discipline the employees and the mechanism should fast be vetted to ensure they are not harsh so that employees don’t fear the process of discipline but respect it.

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**APPENDIXE**

**QUESTIONNAIRE**

**PLEASE TICK [√] YOUR MOST PREFERRED CHOICE(S) ON A QUESTION.**

**SECTION A**

**PERSONAL INFORMATION**

**Gender**

Male [ ] Female [ ]

**Age**

20-30 [ ]

31-40 [ ]

41-50 [ ]

51 and above [ ]

**Educational level**

WAEC [ ]

BSC/HND [ ]

MSC/PGDE [ ]

PHD [ ]

Others……………………………………………….. (please indicate)

**Marital Status**

Single [ ]

Married [ ]

Separated [ ]

**SECTION B**

**Question 1: Do employee discipline have any significant impact on the overall organization performance?**

|  |  |
| --- | --- |
| **Options** | **Please Tick** |
| Yes |  |
| No |  |
| Undecided |  |

**Question 2: Is e**ffective disciplinary action a viable instrument of directing employee behaviour towards the accomplishment of organizational goal**?**

|  |  |
| --- | --- |
| **Options** | **Please Tick** |
| Yes |  |
| No |  |
| Undecided |  |

**Question 3: I**s there any meaningful relationship between disciplinary action and correction of employee unwanted behaviour**?**

|  |  |
| --- | --- |
| **Options** | **Please Tick** |
| Yes |  |
| No |  |
| Undecided |  |