IMPACT ASSESSMENT OF DISCIPLINARY MEASURES ON STAFF PERFORMANCE IN KADUNA STATE WATER BOARD AND SUNSEED NIGERIA LIMITED ZARIA, KADUNA STATE [2006 - 2011]

BY

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BEING A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES AHMADU BELLO UNIVERSITY, ZARIA, IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF SCIENCE (MSC) DEGREE IN PUBLIC ADMINISTRATION, DEPARTMENT OF PUBLIC ADMINISTRATION, FACULTY OF ADMINSTRATION AHMADU BELLO UNIVERSITY ZARIA, NIGERIA.

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DECLARATION

I Abubakar Muhammed GOGA hereby declare that the thesis entitled: IMPACT ASSESSMENT OF DISCIPLINARY MEASURES ON STAFF PERFORMANCE IN KADUNA STATE WATER BOARD, AND SUNSEED NIGERIA LIMITED ZARIA, KADUNA STATE was carried out by me in the Department of Public Administration. Data used for this study have been duly acknowledged in the bibliography provided. And no part of this work has been presented for another Degree or Diploma at any institution.

_____ _____

Goga Abubakar Muhammed Date

CERTIFICATION

This thesis entitled: Impact Assessment of Disciplinary measures on staff performance in Kaduna State Water Board, and Sunseed Nigeria Limited Zaria, Kaduna State conducted by me has been read and certified to have met the requirements governing the award of the master degree of science (MSC) Public Administration.

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DEDICATION

This MSC thesis is dedicated to my late father Alhaji M. B. Goga for his overwhelming support towards my study.

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TABLE OF CONTENT

Title page		i
Declaration		ii
Certification		iii
Dedication		iv
Acknowledgement		v
Table of content		vi
List of Tables		viii
List of Figures		ix
List of Appendices		x
Abstract		xi
CHAPTER ONE: INTRODUCTION		
1.1	Background to the Study	1
1.2	Statement of the Research Problem	3
1.3	Objectives of the Study	4
1.4	Hypotheses	5
1.5	Significance of the Study	5
1.6	Scope and Limitation	6
1.7	Definition of Concepts	7
CHAPTERTWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK		
2.1	Introduction	10
2.2	Literature Review	10
2.3	Theoretical Framework	31
CHAPTER THREE: RESEARCH METHODOLOGY		
3.1	Introduction	39
3.2	Sources of Data	39
3.3	Population and Sample Size	40
3.4	Instrument of Data Collection	41
3.5	Method of Data Analysis	42

CHAPTER FOUR: HISTORICAL BACKGROUND AND OPERATIONAL PATTERN OF KADUNA STATE WATER BOARD ZARIA, CITY DISTRICT AND SUNSEED NIGERIA LIMITED

4.1 Introduction 44
4.2 Historical Background of Kaduna State Water Board Zaria, City District 44
4.2.1 Objectives of Kaduna State Water Board Zaria, City District 45
4.2.2 Organization Structure of Kaduna State Water Board Zaria, City District 47
4.2.3 Functions of Department in Kaduna State Water Board Zaria, City District 47
4.2.4 Disciplinary Measures and Procedures in Kaduna State Water Board Zaria, City District 49
4.3 Historical Background of Sunseed Nigeria Limited 58
4.3.1 Objectives of Sunseed Nigeria Limited 60
4.3.2 Organization Structure of Sunseed Nigeria Limited 60
4.3.3 Functions of Departments in Sunseed Nigeria Limited 62
4.3.4 Disciplinary Measures and Procedures in Sunseed Nigeria Limited 64

CHAPTER FIVE: DATA PRESENTATION AND ANALYSIS

5.1 Data Presentation 70
5.2 Data Analysis 70
5.3 Major Findings 95

CHAPTER SIX: SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Summary 97
6.2 Conclusion 97
6.3 Recommendations 98
BIBLIOGRAPHY 100
APPENDICES 105

LIST OF TABLES

- 1. Population and sample size
- 2. Litres of water production in City District
- 3 .Staff strength trends in Sunseed Nigeria Limited
- 4 .Rate of Return of Questionnaire
- 5 .Respondents Bio-Data
- 6 .Effect of Discipline on staff performance and morale
- 7 .Ineffectiveness of disciplinary measures and procedures and increase in
- 8 .Observed frequencies related to hypothesis one
- 9 .Expected frequencies related to hypothesis one
- 11. Computation of chi-square (x^2) test statistic related to hypothesis one
- 12 .Observed frequencies related to hypothesis Two
- 13 .Expected frequencies related to hypothesis to
- 14 .Computation of chi-square (x^2) test statistic related to hypothesis two

LIST OF FIGURES

- Red – Hot stove model
- Organizational structure of Kaduna State Water Board Zaria City District
- Organization Structure of Sunseed Nigeria Limited

LIST OF APPENDICES

I. Questionnaires administered to senior staff

II. Questionnaires administered to junior staff

III. Interview schedule

IV .Chi-square statistical tool/test

V. Trends of the Litres of water produced in City District Water Board

ABSTRACT

The study entitled "Impact Assessment of Disciplinary measures on staff performance in Kaduna State Water Board Zaria, City District and Sunseed Nigeria Limited was informed by the concern on the negative trends of staff indiscipline and failure to effectively apply disciplinary measures and procedures, particularly in the public organizations which affects staff morale and performance. It was against the foregoing background, that, the study focuses on the comparative (Private & Public) impact assessment of discipline on staff performance and the extent to which ineffectiveness to apply disciplinary measures and procedures leads to increase in the perpetuation of indisciplinary acts, which is a threat to the progress and growth of particularly public organisations. Data for the study were collected from both primary and secondary sources. The primary source comprises the use of questionnaire, interview and observation, while the secondary sources consist of text books, journals, thesis, manuals and other unpublished papers. Descriptive and inferential statistical tools were used for data presentation and analysis. The chi-square (x^2) non parametric tool was used for the analysis of data that leads to the testing of the two hypotheses. From the data presented and analyzed, it was revealed among others that, termination and dismissal and other less severe disciplinary measures were low in Kaduna State Water Board Zaria, City District because supervisors derelict from applying disciplinary measures, while it is low in Sunseed Nigeria limited because there is excessive monitoring of staff by their immediate supervisors and the signing in and out of a register, in reporting and leaving work place; also inconsistency in application of disciplinary measures and procedures affects staff morale and performance, particularly in the public sector (Water Board) which by extension manifests into hatred and insubordination. Based on the findings, it was recommended among others that management should make use of discipline as punitive measure particularly as friendly methods and counseling do not suffice in reversing the trend in public organizations; and to that effect, disciplinary procedures should be preceded by advance warning, and the length of time between misconduct and discipline should be short and consistent; finally merit and competency, should not allow to pave way to loyalty and affiliation in the recruitment process in order to get the right caliber for the right job towards higher performance..

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organisations whether public or private are established purposely to achieve some specific pre-determined goals and objectives, and human resources have always been regarded as the key instruments for the speedy realization of those goals, aiming at the overall promotion of accelerated socio-economic growth and progress. Also, organisations by nature are purpose built as structure designed to accomplish certain ideals through the use of human elements who occupy positions.

However, to be able to achieve organisation goals and objectives, human conducts need to be regulated in order to ensure that both individual and corporate goals are attained, in the most desired way, through certain rules and regulations. In support of this assertion, Taylor (1911) gave idea of reward for success and punishment for failure. If workers show excellence in output, they should be adequately rewarded, and if standard output is not achieved they should be penalized. This statement was made as a response to the fact that, prior to the emergence of scientific management school of thought, virtually no work standards were applied, and standards of performance were not set for workers. In this regard, workers performed to the level they wanted to perform and stopped at that. By implication, workers decided on when to perform and when not to perform, and they engaged in loafing, pretending to be working whenever a superior is around.

Fundamentally, among the characteristics that qualify an organization to be referred to as legal-rational bureaucracy is the presence of set of impersonal rules, which governed the operations of the organisation. These rules which are formal are expected to be obeyed by any member who has accepted the membership of such organisation (Public or Private). The failure of members to comply with the rules may result in inefficiency, low morale, poor performance and low level of productivity.

In Nigeria as case for analysis, specifically in a modern complex organisations (public or private) it is highly desirable to have a code of conduct for every worker, because, the attitudes and feelings of each member of the group do not only affect the degree to which organisational goals are achieved, but also influence the behaviour of other members of staff and by extension the overall performance. Thus, over the years, human resources managers in the Nigerian Public and private bureaucracy have been confronted with the most complex task of dealing with the problems arising from the deficiency of character, lack of self-control, disregard to rules and regulations, laxity at work and other manifestations of indiscipline.

Many scholars and practitioners are of the view that despite the various reforms put in place by successive government in Nigeria on the conditions of service and related matters, particularly in the public sector, which by extension applicable to the private sector, the performance of the average workers have continued to degrade. For instance, indiscipline in different forms has been the order of the day, with rules and regulations being broken with impunity and in a situation where by disciplinary measures are taken, they are not consistent, and this negatively affects performance. Therefore Since independence the machineries of government have undergone phenomenal changes result from the fact that performance in the entire public service has been subjected to various political, economic and social –cultural dictates at different epoch. These variables of course form the base of low productivity in the service and always lead to one form of overhaul or another.

Nigeria have had series of public service reforms between 1945 to the latest 2004, all geared towards tackling issues related to staff welfare in the aspect of upward review of wages and salaries, fringe benefits, subsidized medical service etc., and to sustain the desired discipline in the service, but the performance of the public servants in particular has continued to leave much to be desired, though some private companies may have suffered from the perpetuation of indisciplinary acts ranging from personal accumulation, lack of confidentiality etc. Efforts are intensified in strict application of disciplinary measures to reverse the trends. Therefore, inefficiency and indiscipline and other related vices still pervade the service of public organizations in particular, with different gravity of occurrence in the private organisations that

are in the quest of making profit. The search for reasons for this, in relation to the assessment of disciplinary measures in use in Kaduna State Water Board Zaria in particular and Sunseed Nigeria Limited is the main thrust of this study.

1.2 Statement of the Problem

In a developing country like Nigeria, where the public and private sector are saddled with enormous responsibilities of assisting in implementing approved National Policies aimed at promoting the overall socio-economic development, it has been expected that functions are to be carried out with the highest possible diligence, dedication and discipline.

Ironically, researches have shown that Public organisations have been characterized by indiscipline and low morale. Absence of morale is usually manifested by poor attitudes, such as lack of respect for the constituted authority, excessive lateness, absenteeism, low productivity and in general lack of cooperation due to the subordination of the general interest of the organisation to the individual interest, which negatively affects individual and by extension organizational performance.

Some public commentators argued that, the Nigeria public service is a cog in the wheel of national progress. The service like that of Kaduna State Water Board is characterized by low morale in the sense that punctuality and regularity to work were no longer the priding administrative attitudes particularly in Kaduna State Water Board Zaria. As many may argue, in its quest to make profit, Sunseed Nigeria Limited (private organization) is free from the above mentioned poor attitudes to work. Yet, a cursory look indicated that, undue corruption, theft, personal accumulation and other indisciplinary acts by staff of Ginnery and Oil-mill were cases of concerned particularly in some years back. For example, in 1998/1999 the company dismissed some of its workers who were involved in theft and other forms of corruption and mismanagement, because they have become a threat to the continual existence and growth of the company in its quest to make profit. Since then, the company frowns at any indisciplinary act using some control measures.

Furthermore, disciplinary measures whether punitive or corrective have not been accorded the required systemic application, in the Kaduna State Water Board, particularly by adhering to the procedures put in place. Erring staff are sometimes ignorant of the various offences of the establishments and their attentions are not drawn to wrong doings. But in private oriented organisations like Sunseed Nigeria Limited, they are sometimes subjected to strict application of punishment, particularly in its quest to make profit. Though, this may not greatly affect the employers, because they can easily hire and fire at will, as most of their employees are either on contract basis or casual basis but it sometimes negatively affects the workers morale and by extension their overall performance, though may not be reflected in the level of production. Also, in spite of comprehensive laid down rules and regulations in the Kaduna State Water Board Zaria, both internal and external, rules and regulations are broken with impunity, due to failure to apply the disciplinary measures in place against erring staff. In a situation where they are applied, they are inconsistent, therefore negatively affects staff performance due to the resentment it's posed. Many times, superior officers' derelict from inflicting the necessary punishment due to godfatherism, ethnicity and other primordial factors.

Therefore, it is pertinent to ask the following research questions:

a. What is the relationship between staff discipline and staff morale and performance in Kaduna State Water Board and Sunseed Nigeria Limited, Zaria, Kaduna State?
b. What are the different nature and forms of disciplinary measures and procedures adopted in Kaduna State Water Board and Sunseed Nigeria Limited, Zaria, Kaduna State?
c. To what extent does application of disciplinary measures and procedures affects commitment of act of indiscipline in Kaduna State Water Board and Sunseed Nigeria Limited, Zaria, Kaduna State?
d. What are the ways of improving staff discipline towards higher performance?

1.3 Objectives of the Study

Generally, the thrust of the study is to make comparison on the impact of disciplinary measures on staff performance in Kaduna State Water Board and Sunseed Nigeria Limited. Specifically, other objectives are to:

a. Determine the relationship between discipline and staff morale and performance in Kaduna State Water Board and Sunseed Nigeria Limited, Zaria, Kaduna State.
b. Identify the different nature and forms of disciplinary measures and procedures in Kaduna State Water Board and Sunseed Nigeria Limited, Zaria, Kaduna State.
c. Determine the extent to which application of disciplinary measures and procedures affects act of indiscipline in Kaduna State Water Board and Sunseed Nigeria Limited, Zaria, Kaduna State.

1.4 Hypotheses

H_0: Discipline does not affect staff morale and performance in Kaduna State Water Board and Sunseed Nigeria Limited, Zaria, Kaduna State?

H_1: Discipline affects staff morale and performance in Kaduna State Water Board and Sunseed Nigeria Limited, Zaria, Kaduna State?

H_0: Application of disciplinary measures and procedures does not affect commitment of act of indiscipline in Kaduna State Water Board and Sunseed Nigeria Limited, Zaria, Kaduna State.

H1: Application of disciplinary measures and procedures affects commitment of act of indiscipline in Kaduna State Water Board and Sunseed Nigeria Limited, Zaria, Kaduna State.

1.5 Significance of the Study

The significance of this study cannot be over-emphasized as it intends to broaden the understanding of employers and employees in the public and private sectors on the issues related to staff discipline in relation to performance. This would be achieved by making comparison on the nature and forms of disciplinary measures and procedures in the two study areas

However, many researches exist on discipline and disciplinary procedures and measures but with major emphasis on the public sector, and no significant attempt at working at the issues of discipline and disciplinary measures in private sector, which is in the quest of maximizing profit. For example, Gabriel (2008) focuses on Discipline and Disciplinary Procedures in Kaduna State Civil Service by selecting some ministries. Etu (2006) narrowed on method of discipline in Federal Road Safety (FRSC), Zaria unit. While the two studies above single-handedly study

public organisations, this study will bring to the fore, at a glance, a comparative study of discipline and disciplinary measures in a public and private organisations.

a. First, the study is relevant to practical administrators and managers in both public and private sector by emphasising the fact that discipline is a dynamic issue that goes beyond punishment, but rather, preempt measures to correct behaviours.
b. Second, the study is significant to all workers as, it emphasises the need to remain dedicated and committed to their work and attempts to identify the implications of disciplinary measures to the morale and performance of affected erring staff and by extension other colleagues.
c. Third, the general public will benefit in knowing the different manifestations of indiscipline, particularly in the private sector that is myopically seen as being free from indisciplinary acts. Also, comparison will be made with the public sector to see the extent to which disciplinary measures are applied in accordance with the proper procedures. and
d. Finally, the study will be a reference material for potential writers or scholars, and hence, serves as a conduct-pipe to those in search of knowledge in the field of Administration.

1.6 Scope and Limitation

The study on the impact assessment of discipline on staff performance is restricted to Kaduna State Water Board Zaria, City District and Sunseed Nigeria Limited. The choice of City District Water Board was informed by the metropolitan nature of Zaria, which is sufficient to generalize for the state Water Board. While Sunseed Nigeria Limited is used in view of its size and long history as a subsidiary of Kewalram Chanrai Group operating in Nigeria as well as the efforts taken by the organisation over the years in adopting controlling measures toward checking the behaviour of staff, in its quest to make profit.

The Kaduna State Water Board Zaria, City District and Sunseed Nigeria Limited are selected based on the time frame of 2006 and 2011. The period was chosen because it was under democratic era that the general public voiced out their opinion as regards the performance of water board in particular.

Further, the researcher(s) narrowed on discipline as adherence to rules and regulation and as punishment, with emphasis on disciplinary measures and procedures in the selected organisations.

However, one of the major constraints of this study is lack of adequate and reliable data,, where data on discipline and disciplinary measures over the years are scanty. Also, some information is accorded confidentiality by respondents. Yet the information made available was enough for reliable study, as observation technique was used to supplement other instruments for data collection, while recommendations are made in filling some of the gaps by further or future studies.

1.7 Definition of Key Terms

In this unit, some key concepts that appear mostly in this study are operationally defined, with working definitions that are narrowed to the study, as against their semantic ambiguity as classical, or conceptual definitions. These concepts include – Discipline, disciplinary measures, disciplinary procedures, performance, ineffectiveness, morale, staff, and organisation.

Discipline

In the first place, discipline (noun) in this study implies:

- Adherence to laid down rules and regulations
- Punctuality to work
- Regularity to work
- Accountability in one's task
- Working within the confined working hours
- Respect to constituted authority

On the other hand discipline (verb) in this study implies:

- To warn
- To correct
- To instruct
- To punish i.e. as corrective and punitive measure.

Disciplinary Measures

These are penalties put in place against erring staff which include:

- Clearly defining the measures and procedures
- Verbal warning
- Query
- Written warning
- Suspension
- Interdiction
- Termination
- Dismissal

Disciplinary procedures

These are the systematic stages to be followed in inflicting punishment against erring staff. These include:-

- Calling attention of the problem by the superior officer
- Advanced warning
- Immediate application of the punishment or penalty
- Understanding the offence committed
- Consistency in applying the punishment
- Impersonality
- Fair hearing and appeal

Performance

It is positive when a task is done within a stipulated time, with a consistent result of higher quality, the determination to carry ones responsibility and reporting results immediately. The reverse is the case for poor performance (i.e. negative performance).

Generally, the organisation performance is measured in relation to number of customer complaints, time it takes to fulfill an order, meeting the benchmark and individual output in relation to the objectives in place, which is a cumulative of individual performance.

Ineffectiveness

This implies having a bad result from a process involve in staff discipline. Its measurable units are resentment, hatred, poor performance and lack of cooperation. It is manifested by failure to follow rules and regulations properly in the application of disciplinary measures and procedures, inability to achieve intent objectives to mould employees' behaviours.

Morale

This is a state of mind that makes one to be contended with his environment, confidence of himself and determine to execute his missions with effectiveness and efficiency. It is the degree of satisfaction an employee obtains from his work and his personal adjustment from an action taking on the course of his job. Its absence is characterized by poor attitudes to work, excessive lateness, absenteeism, low quality of work and lack of respect to supervisory authority.

Indiscipline

Indiscipline in this study implies, non-adherence to rules and regulations, irregularity to work and lateness to work, leaving before official closing hours, conniving to steal the property of the Company or Board and lack of respect and insubordination.

Staff

These are all the categories of workers under the pay roll of City District Water Board and Sunseed Nigeria Limited constituting, senior staff, junior staff, casual staff, plumbers and other categories of staff.

Organisation

In this study, organisation (formal) implies a social entity with division of labour where human, material and financial resources are used to accomplish a set of goals or objectives. This comprises both public organisation like, Kaduna State Water Board Zaria, City District and a private organisation like Sunseed Nigeria Limited. Sometimes, in this study the names Company and Board are used in place of organisation, therefore, they are used interchangeably in this study.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

No organisation, public or private, can achieve its set objectives in the most desirable way by compromising the standard put in place to regulate employees' behaviour. Merton (1957) is of the view that, if the bureaucracy (public or private) is to operate successfully, it must attain a higher degree of reliability of behavior on unusual degree of conformity with prescribed patterns of action. Thus, the issue of discipline has been at the epicenter of organisational dynamic, particularly as it relates to the twin issues of morale and performance, which are essential to the realization of the organisational goals and objectives.

Therefore, this chapter aims at review of literature in relation to bringing the diverse scholarly discourse on the concept of staff discipline, disciplinary measures and procedures, morale and performance, as well as the theoretical framework upon which the study is based or underpinned.

2.2 Literature Review

2.2.1 Concept of Discipline

Like other social science concepts, discipline as a concept defies a single universally accepted definition; rather, it is identified with a plethora of definitions, each of which is related to the context of discourse. So many time we hear people saying "you are disciplined child" denoting that such a child adheres strictly to the rules of the game or doing the right thing. In other instance, we hear some people threatening "I would discipline you if you continue with this act of misdemeanor" – depicting that he would punish him if he does not improve in his behaviour. We also here lecturers complementing a class "this class impresses me denoting that the class exhibit a high level of maturity, responsibility and intelligence. The foregoing, among other different instances signaled the manifestations of semantic differentiation.

Membrane (1976) sees discipline as the application of authority to score good conduct and the willing compliance with the lawful orders and command of the authority. Similarly, Fayol (1946) defined discipline as the orderly regulations of employment to achieve the

individuals' willingness to subordinate his own immediate desire to original need. He further stated that, the organisation in relation to workers/employees should be able to balance within themselves the extensive forces of the organisation and the intrusive forces of the individual. This view has failed to capture the need in ensuring the rules and regulations are made to be understood by the employees and the steps involved.

However, Preston and Zimmerer (1978) view discipline as behaviour which is in compliance with agreed rules and regulations. It also involves the steps taken by supervisors to correct (undesired) actions of employees who violated rules. This implies that discipline is not restricted only to the statement of the rules. And regulations but also involves the proactive measure to be taken by the supervisor in correcting the behaviour of the employee without affecting one personality as a person.

Accordingly, Hacket (1979) is of the view that it is not enough to specify what the rules are, you must also make sure employees and managers are aware of them, understand them, and are aware of the consequences of any breach of them. To this end, he suggested that employees should be given a personal copy of the rules when he joins the organisation and the rule should be explained to him during orientation. He further suggests that employees should be made to sign that he received and understand the rules, and amendments to the rules should also be communicated to the employees.

In an effort to relate the concept of discipline as adherence to rules and regulations with organisational goals and objectives, Heinmann and Hilgert (1977) perceive discipline as "a state of affairs, a condition in enterprises in which there is orderliness in which members of the enterprise behave sensibly and conduct themselves according to standards of acceptable behaviour as related to the goals of the organisation. That is, the objectives the organisations are meant to achieve should serve as a baseline to which the workers conduct themselves in order to accomplish them.

In order to ensure that staff discipline is geared toward realizing the organisational goals, Luthans and Martinko (1979) opine that discipline is necessary for effective functioning of an organisation …. The control decision becomes positive when supervisors recognize employees

progress in meeting objectives and standards. The control decision becomes negative discipline when supervisors punish employees for deviations and make no attempt to help employees correct the problems. Fayol (1980) further regards discipline as a specific character or pattern of behavior, which involves a systematic method of obtaining obedience and control, exercised over the members of an organisation with a view to achieving desired goals.

In view of many short-comings characterising our myopic view on the concept of discipline, Figers and Myers (1982:32) said "employees have a right to advance information about all rules and regulations assigned to regulate their behavior". To them, "Discipline in broad sense means, orderliness, the opposite of confusion. It is a fundamental requirement for the people working in a plant (public or private). Discipline doesn't mean stick and technical or service of rigid rules and regulations. It simply means working, cooperating and behaving in a normal and orderly way, as any reasonable person would expect an employee to do". Actually, there is one's self-discipline rather than internally enforced discipline from the organisation. Therefore, figers and myers assert that some people have negative view of discipline because they see discipline primarily as a means to enforce demands and prohibition (bidding and forbidding) for prescribed behaviour. Figers and Myers thinking further was that compliance to rules depends on fear of penalties and don't rely on self-discipline by employees. That, a more effective, more lasting and more widely used medium of written communication is the employee's hand book, which normally contains a list of organisation rules and regulations. Thus, the emphasis by the two scholars was to relate organisation's rules and regulations with individual self-discipline, but it is short in making attempt in unraveling the fact that discipline goes beyond that.

In a more extensive view, Pfiffner, (1967) maintained that the term discipline is used in at least two sense. One usage means, regard it synonymous with "morale" as when organisation is referred to as having good discipline. As used in this sense, the term undoubtedly means the manner in which the members of an organisation conform to the established rules and regulations that set the norm of operating. It also concern with whether they respond automatically in good and willing spirit, or whether conformity is ridging sullen and sand intermittent.

Luthans and Mertinko (1979) stated that because discipline sometimes involves punitive control and negative connotation, most employees want and expect discipline from their supervisors. This is particularly true when employees view their jobs as being important …. Employees expect their supervisors to enforce work rules and to discipline those who break them. The great majority of employees do not violate work rules. Most employees recognize importance of control and authority in the work and act accordingly.

But, few have serious objection to this, because, they feel that they are not being rewarded for the work they do well if the offenders are paid the same and allowed to turn in sloppy performance. Also, the good employees also recognize that, in the long run, the effectiveness of their work as well as the overall organisation, suffers because of chronic offenders. All these force supervisors to use discipline as a necessary part of an effective organisation. Thus, discipline is said to be positive, when supervisors exercise control in an attempt to increase efficiency, but is said to a negative one, when punishment is involved, to punish employee. Therefore, the foregoing has laid a background for us, to look at the other connotation of discipline, (verb) as corrective and, or punitive measure that involve punishment, which is accorded the exact disciplinary measures in relation to the offence committed.

A man is a tree subject of his own choosing, he is subjected to the artificiality of institutionalized standards and laws. As an individual becomes a member of the law abiding, punishment – approving group, he slips in conspicuously into the anonymous institution and unknowingly allows his absolute freedom to be converted into the slavery of the organisation man. He obeys; if he does not, he submits to punishment, which itself, is a form of social obedience. Both obedience to law and acceptance of punishment involve submission to alien forces betraying man's absolute freedom.

Hall (1959) describes disciplinary action (measures) as a painful measure which is inflicted upon an officer in order to coerce him into conforming to the rules and regulations of the organisation. According to him, however, the extent or type of punishment discipline is meted out to an offender is in a way related to the offence committed, which is aggravated to or mitigated by reference to the personality of the offender and his motives.

Ujo (2010) sees discipline as rather than an end itself, discipline should be regarded as a learning opportunity for the employee and a tool to improve productivity and human relation at the work place …. Organisation that view discipline as an end itself generally adopt an authoritarian philosophy, while, those that see discipline as learning experience tend to have constructive philosophy toward it. The statement above impliedly viewed that, those who perceive discipline as punitive measures tend to take advantage of any frivolous act of indiscipline as a mere reason genuine enough to initiate disciplinary proceedings even where mere counseling would have sufficed, if punishment was viewed as a corrective measure. Thus, discipline is among other meaning includes, correction and chastisement (Riggs, 1964).

In contradistinction, skinner (1971) stressed that human beings could be controlled and shaped while simultaneously feeling free. He further explain that the basic engineering approach is to reward desired behaviours and ignore undesirables actions, thus, over a period of time, the re-enforced behavior would tend to be repeated, while the rewarded actions would tend to disappear. He maintains that punishment of undesired behavior should be avoided as it contributes to the feeling of restrains and action of rebellion. That, behaviours that have been conditioned through punishment not only tend to have a relatively short time effects, but encourage innovative behavior to thwart and frustrate the organisation.

Similarly, Camus (1978) argues that offenders are not truly intimidated by the possibility of punishment. But, the severity of the disciplinary measures has little or no deterrent effect of potential offenders. The argument here is however that, there will be a time when employees would be used to the punishment, particularly those that have to do with the commitment of minor offences; and the disciplinary measures may not signal a warning against the perpetuation of indisciplinary acts by potential offenders.

In another dimension, Meggison, (1977) sees discipline within the confine of instructing and training. “When discipline is punishment, it is punishment that intended to correct wrong behavior and train the individual to perform correctively. Thus, this focuses on discipline as corrective and rather than punitive measure. But, the question now is, are disciplinary measures applied appropriately to all offenders?

In an attempt to answer the above question, Ngu (1984) observed that, the Nigeria civil (public and private) service rules and regulations take a narrow approach to the perception of the concept of discipline. It is for this reason that, so many indisciplinary acts, deeds or omissions are not usually handed by the government (and private organisations) machinery …. But, it is not uncommon to find such officers going scott free while junior workers or less privilege staff are punished for carelessly or uncarefully handling their job as a way of disciplinary action.

In linking the interpretation of discipline in line with employees' position in the application of disciplinary measures (punishment), Flippo (1982) identified two (2) basic elements of discipline; the first element is the location of responsibility for the administration of disciplinary action. According to him, this responsibility is usually linked more closely to the employee and best able to observe evidence of unsatisfactory behavior or performance and effect necessary corrections.

The second element is clarification of what is expected of an employee in the way of behavior. This entails the establishment of rules, offences, penalties and procedural steps, which contribute to effective operation. Failure to ensure the accord observance and application of the two (2) identified elements by Flippo may be responsible for lack of proper application of disciplinary measures against erring employees.

To further explain the multi-dimensionality of discipline, Black and Ford (1963) stated that discipline means punishment is a very narrow definition, and it is a pity that in organisation, discipline automatically makes us think somebody has been called on the carpet. Actually, punitive discipline is management's last resort. Ordinarily, it is to bring an end to cumulative offences. You punish the employee to demonstrate that he serves his interest best when he works with the group not against it. Therefore, this shapes the morale of people and gives direction to collective action. Without this, it would be impossible to build an organisation, for:

i. To do your job as supervisor, you have got to fulfill your training responsibilities. This means to teach, to give knowledge to others.

ii. To do your job as teacher, you can't escape the duties that authority imposes. You must not hesitate to demand obedience to organisation discipline, if that is the only way, that you can compel compliance to organisational rules.

iii. To do your job as an executive, you must develop effective management control. This may be seen as a system of rules or standards that gives consistency to business action.

Significantly, from the foregoing view of Black and Ford, attempt was made in stressing the fact that, discipline as punitive measure is used by management as last resort or option in putting the erring employee on the right track to achieving the organisation collective goal. Also, it relates organisation discipline with persons in authority like – supervisor, teacher, and chief executive. But, if discipline as punitive measure becomes necessary, there is need to properly consider the disciplinary measures and procedures accorded to the offence committed by the offenders. This links us to the twin concepts or issues of disciplinary measures and procedures.

2.2.2 **Disciplinary Measures and Procedures**

Just like the concept of discipline, disciplinary measure has different connotations, and is used inter-changeably with disciplinary action in this context. Adu, (1992) in his book "civil service in commonwealth Africa" maintained that disciplinary codes are essential tools for creation of efficiency of operation in organisational machinery and for the maintenance of a healthy spirit and moral which are necessary for the growth of an efficient approach to responsibilities by the employees.

When these codes are violated, disciplinary measures are taken against the erring staff. Hall (1959) describes disciplinary action (measure) as a painful measure which is inflicted upon an officer in order to coerce him into conforming to the rules and regulations of the organisation. According to him, however, the extent or type of punishment discipline is meted out to an offender is in a way related to the offence committed which is aggravated to or mitigated by reference to the personality of the offender and his motives.

Durkeim in Flippo (1960) contended that punishment would not have been necessary, if it is simply a means of deterring the potential offender. He argues that, the offence punished most severely is not necessarily the one which present the great problems of social deviance, tend to demoralize the conformist. Hence, he viewed punishment as means of repairing the wound made upon collective sentiments. Based upon the above premise, he therefore hypothesized that, punishment is a means of sustaining the morale of the conformist.

However, while discipline as seen as orderliness is opposed to disorderliness, various bodies (organisations) have made provisions as to what constitute indiscipline and the penalties attached to it to guide their members. For instance, Chapter IV of the Federal Civil Service Rules spells out various acts of disciplinary measures in case of omission or commission on the part of the civil (Public) servants. By going contrary to the fundamental requirement in an organisation (public or private) constitutes the term indiscipline, this can be manifested through the following acts:

a. Engaging in political activities
b. Engaging in private business without clearance from government
c. Disclosure of official top secret
d. Absence from duty without leave permission
e. Insubordination i.e. refusal to obey orders to show respect for higher ranks
f. False claims
g. Drunkenness on duty, which entails exhibiting the effect of too much alcoholic stupor while on duty.
h. Financial mismanagement
i. Inefficiency, which entails the inability to make the best use of time and resources.
j. Late reporting to work
k. Untruthfulness, bribery and other corrupt practices.
l. Negligence of official duty

Similarly, White (1955) gives the general causes for taking disciplinary action or measure against public and private servants. These include:

a. Inattention to duty, carelessness, laziness, use or breakage of property.
b. Inefficiency
c. Insubordination (i.e. not obeying one's superior).
d. Intoxication
e. Immorality
f. Lack of integrity including violation of recognized code of ethics – Soliciting or accepting bribes, deliberately neglecting to enforce the law.

Further, there are many more offences, each with specific and appropriate penalties attached to it, ranging from warning, interdiction, reprimand, withholding of salary or increment, suspension, termination of appointment, dismissal etc.

- **Warning:** Warning comes in verbal or written form. When a supervisor observes the shortcomings or faults of his subordinate, he calls his attention with the aim to improve his performance. But, when the supervisory officer is dissatisfied with the performance of his subordinate, it shall be his duty to inform his subordinate, giving him/her details of the subordinate within a specific time to submit his representation as why disciplinary action should not be taken against him.

  It should be noted however, that series of written warning served to an employee always results in termination of appointment or dismissal if the employee does not change from his unsatisfactory performance of official responsibility.

- **Reprimand**

  This is done shortly after series of verbal and written warning which do not seem to have any effect on the employee in question, then he shall be reprimanded and stipulated that any slightest breach of rule after being reprimanded may result in more serious disciplinary measures such as reduction in rank or termination of appointment.

- **Withholding of Salary or Increment**

  This serves as punitive and corrective measure, in an attempt to deal with an employee who continually commits act of indiscipline and shows little intention of improving despite the fact that, he has been given opportunities to change but remained adamant. By

this measure, the salary or increment of the employee will be withheld for a period decided by the authority or management.

- **Interdiction**

  If an officer committed an offence of gross misconduct, such as embezzlements of funds, receipt of gratification, theft or a criminal charge has been leveled against him, and the appropriate authority deems fit for the interest of the public that he should cease to function or exercise the powers and function of his office instantly, the worker may be interdicted; during this period the address at which instruction to him can be delivered and shall receive a proportion of his salary not less than one half which determination shall be indicated to him by a letter from the appropriate authority.

  However, if penalties or measures such as dismissal from service, termination of appointment, removal from office and reduction in rank are imposed, appropriate gazette publication would be made immediately by such organisation.

- **Termination of Appointment**

  This is applied in cases that have to do with misconduct. It implies the laying off of the involved employee from the service of the organisation. The period of notice of termination is usually one calendar month or it can also be decided that the worker leaves immediately he is paid salary equivalent to the period of notice.

- **Dismissal**

  This is the extreme of all the disciplinary measures or penalties against erring employee; for an offence of a gross misconduct. However, dismissal is more severe to termination from service due to the following factors:

a. Dismissal makes one to forfeit all claims, to retirement.
b. A dismissed worker need to be cleared in a later date, otherwise, he will not be employed in any public organisation.
c. Finally, one may not be given notice and entitled to salary in lieu of the notice.

Disciplinary Procedures

It will be out of place to detail in disciplinary measures without making reference to the standards, guidelines or principles to be taken into consideration before inflicting any punishment against erring staff. Thus, it must be brought to the fore that, disciplinary measures and procedures are inseparable.

It was on this note that, Ejiofor (1981) started that, "in applying punishment some principles must be adhered to, if the overall interest of the organisation and the individuals is to be protected. Some of the fundamental principles include:

i. Principle of forewarning
ii. Principle of reasoning expectation
iii. Principle of definite policy of procedure
iv. Principle of consistency
v. Principle of forgiveness
vi. Principle of privacy
vii. Principle of immediacy
viii. Principle of fairness
ix. Principle of right to appeal
x. Principle of prevention

These principles would be looked into to determine their effective applicability.

i. Principle of fore-warning

   This implies that the employees must have the knowledge of the rules before they can be held accountable. Thus, it is not good for any organisation, public or private, not to make the rules available to workers.

ii. Principle of reasoning expectation

   That rules and standards must be reasonable, and must fall within what Barnard calls the employees "indifference zone". He argues that "a subordinate will accept the superiors instruction if he/she understands the instruction, believing them to be

consistent within his own interest and that of the organisation, and is mentally and physically able to comply with them.

iii. Principle of definite policy and procedure

That the definite policy and procedure must be followed in discipline subordinates (offenders) because, unless sound policies are adopted and orderly procedures followed, there is a danger that management will look at a case solely in terms of the needs of the employers as well as the organisation.

iv. Principle of consistency

That organisation rules should be applied to employees regardless of status; management must not punish one man (employee) for an offence and ignore the same offence committed by another (often more favoured employee). This implies that everyone should be punished accordingly.

v. Principle of forgiveness

That, after the disciplinary action, the manager should attempt to ensure a normal attitude towards the employee.

vi. Principle of privacy

Rewards should be given publicity and reprimand should be discussed privately.

vii. Principle of immediacy

Disciplinary measures should be applied by immediate supervisor, where this is not feasible, the supervisor should at least involve in the disciplinary process to facilitate taken out a quick decision against the potential offenders.

viii. Principle of fairness

This implies that the penalty included in a disciplinary action should be equitable in respect to the nature of the offence committed.

ix. Principle of exemplary conduct

Here, supervisors must set good examples for effective discipline. They should service as role models for the subordinate to join suit or imitate in their day to day conduct.

x. Principle of prevention

That, as far as possible, the environmental conditions pre-disclosing the subordinate should be changed by either changing the environment or moving the employee".

Similarly, Eghe (2006) in an attempt to complement the effort of Ejiofer stresses that before any public servant (private servant inclusive) is punished, a set of procedures as accompanying the disciplinary measures have to be followed. These include:

i. Communication of charges
ii. Reply to charges
iii. Appointment of enquiry Board
iv. Keeping record of proceedings
v. Suspension during disciplinary proceedings
vi. Right of Appeal
vii. Consideration of reply
viii. Revision

From the foregoing, it is argued that no disciplinary action or measure can be taken against any public servant unless he is informed in writing about the charges levied against him. He has to be informed the grounds on which it is proposed to take action. He must be supplied with a copy of the charge. After this has been met, the employee concerned is required to put in written statement within a specified period in reply to charges levied against him in his defense. He may be allowed to give oral reply to the charges. This continues to the point at which case, the appellate body considers the appeal, which may eventually make the organisation to review or reverse any order passed by it.

Despite the above provisions, Ejiofor (1981) in critically analysed the 1975/76 civil service purge in the context of the principles of good discipline. However, the findings revealed that the purge exercise satisfied only four (4) of the principles encapsulated in his book. These include principle of forewarning, reasonable of expectation, forgiveness and the right to appeal. The principles with the purge didn't satisfy are the principle of normal procedures, consistency, privacy, immediacy or promptness, prevention and fairness.

Thus, sometimes, disciplinary actions and measures are taken in both public and private sectors or organisations without following requisite procedures in ensuring that justice is done in taking any action against erring staff. Where an alleged act of indiscipline has not been successfully defended (i.e. after considering some of the laid down principles, particularly at the beginning of the charge) a disciplinary action (measures) ranges from drawing attention to shortcoming, formal warning, and suspension from duties, compulsory leave and interdiction.

The purpose of drawing attention to shortcoming is to give the officer who has offended, an opportunity to improve on his performance or conduct or both. This is also true of the formal warning, even though, the latter is more serious than the former. Where a prime facie (basic ground) case of gross misconduct is established against an officer, such an officer may be suspended, interdicted, asked to proceed on compulsory leave, either with full or half salary, or even without salary, depending on the nature and gravity of the offence. The essential essence of suspension and interdiction is to make sure that the officer doesn't have access to his former officer for fear of distortion or disappearance of official records which might be relevant to the subject matter and other important issues.

It is the view of the researcher that discipline (corrective and punitive) of erring staff only becomes effective when the requisite procedures are adhered to otherwise it becomes ineffective and by extension fail short in significantly reducing the perpetuation of the act, which negatively affects individual and overall performance. And, staff discipline, disciplinary measures and disciplinary procedures are inseparable and need to be looked upon objectively by organisations, both public and private.

2.2.3 **Concept of Performance**

Defining the concept of performance in a well concise manner has become a herculean task that needs to be looked upon with utmost care, as it is easier to describe it, than attempting at defining it. Organisation performance hence, has been the most important issue for every organisation, be it profit or non-profit. But, defining, conceptualizing and measuring performance have not been an easy task. Researchers among themselves have different opinions

and definitions of performance, which remains to be a contentious issue among organisational researchers (Barne, 2008).

Deducing from the oxford Advanced learners' Dictionary (2006), performance is regarded as how well or badly one does something or in other words, it means, how well or badly something works. The major limitation of this definition is the emphasis on the use of concepts (abstract) to define concept, instead of using some measurable elements or units.

However, according to Daft (2009), performance is the organisation's ability to attain its goals by using resources in an efficient and effective manner. Similarly, Richardo and Wade (2010) defined performance (organisational) as the ability of the organisation to achieve its goals and objectives.

But, Flood (2006:97) stated thus:

> As a concept in modern management, organisational performance suffered from problems of conceptual clarity in a number of areas. The first was the area of definition while the second was that of measurement. The term performance was sometimes confused with productivity. Productivity was a ratio depicting the volume of work completed in a given amount of time. Performance was broader indicator that could include productivity as well as quality consistency and other factors.

However, in an attempt at using some measurable constituent measures, in defining performance, Richard et al (2009) impliedly sees performance as constituting three (3) specific areas. First, is financial performance (profit, return on asset, and return on investment); second is product market performance (sales); finally is total shareholder return. But, a major deficiency of this conceptualization of performance is the emphasis given in the overall performance at the expense of individual performance, and it is mainly concerned with performance in the private sector, where quantifiable measurement is facilitated, due to the primary concern of making profit.

In order to fill in one of the gaps in the above definition of performance, Heathfield, (2003) stresses that, when the process of creating work environment or setting in which people are able to perform to the best of their abilities is being facilitated, performance abilities is being facilitated, and performance of employees covers three (3) phases:

- Phase one: This is the setting up of expectation for employees performance.
- Phase two: - The second phase involves monitoring activity in making performance on track.
- Phase three: - This involves measuring actual performance relative to performance expectations. Significantly, this attempt in describing performance mainly emphasize on identifying the phases or stages to be followed without identifying the manifestations or measurable units of performance.

Meyer (2000) is of the view that, many of the measures that are monitored are related to employer, financial resources, technology and work processes. These are important measures, but they focus on outputs, process measures, and quality indicators at earlier stage of production.

Also, making precise calculations of future outcomes, as already noted, is usually acute difficult, many external factors, involvement by other entities and many unexpected circumstances will affect what will happen. The extent of uncertainty, of course, depends on the particular services, its mission, and the particular outcome being estimated.

Thus, deep controversies exist as to what the efficiency ratio (performance) is, and how it can be determined. For a time, one could rate, internal rate of return, return on net assets, return on Naira (i.e. for private sector) of employee pay e.t.c. But, these do not tell the full story of effectiveness in the performance of employees (Okenwa, 2009).

Further, each organisation has some identifiable ‘output’ at various stages of completion, each depending on some factors which can be determined with some precision (sometimes). Every measure elicits a behavioural response from the unit or person being measured and this should be carefully analysed before measure is instituted. Therefore, the matters or factors considered in measuring performance in one organisation may significantly differ from the one in use, in another, either public or private.

But, rationality is integrally achieved in organisation if every individual worker is made to realize the target that he is expected to meet and the time limit, and then, appraise him or his performance, (Ubegu, 1984). Thus, this has brought us to the fore of an insight of the processes use for assessing performance, otherwise known as performance appraisal.

Decenzo and Robbin (1989) stressed that workers performance could be determined (appraise), first with the establishment of performance standards. These should have evolved out of job analysis and the job description. The performance standard should also be cleared and objective enough to be understood and measured. There must be clarification of the expected. Actual performance can be measured against them. Further, once performance standards are established, it is necessary to communicate these expectations. It is not part of the employees' job to guess what is expected of him.

Hence, the best way to measure performance (depending on the nature of the organisation) is by systematically following the following steps:

a. Establish (performance) standard for individual worker.
b. Communicate (performance) expectations to employee.
c. Measure actual performance. But how?
d. Initiate corrective action against deviation.

From the four (4) phases above, managers in relation to measuring actual performance used certain information, and some common sources of information include – personal observation, statistical report, oral reports and written report. Each has its strengths and weaknesses, while the combination of them increases the viability of the information.

Similarly, Akping (2001) emphasizes that, administrators have the duty to develop, implement, monitor and modify measures of performance. And, some of the methods used in determining performance include, trait checklist, graphic rating scale, forced choice, essay appraisal, management by objectives (MBO) etc.

Significantly however, trait checklist facilitates the use of behavioural descriptions fervently appeared variables include, neatness, ingenuity, initiative, ability to follow instruction promptly and ability to get along with co-workers (Luthans and Martinko, 1975). But, the most

popular technique used in determining performance is the graphic rating scale, which is used for assessing factors such as quantity and quality of work, job knowledge, co-operation, loyalty, dependability, attendance, honesty, integrity, attitudes and initiative. It is most valid when abstract traits like loyalty and integrity are avoided, unless they can be defined in more specific behavioural terms.

It should be noted that, there seems to be a weak correlation between performance indicators and performance itself. (Meyer and Gupta, 1994; Meyer and O'Shaughnessy, 1993). This phenomenon is caused by the tendency of performance indicators to run down over time. They lose their value as measurements of performance and can no longer discriminate between good and bad performance. As a result, the relationship between actual and reported performance declines.

However, deterioration of performance indicators (performance paradox) is caused by four (4) processes thus:

1. Positive learning
2. Perverse learning
3. Replacement of poor performance
4. Suppression

Positive Learning

This implies that as performance improves, indicators lose their sensitivity in detecting bad performance (and vice versa when performance goes down).

Perverse Learning

This is when an individual learn the aspect of performance that is measured (and which are not). They can use that information to manipulate their assessments. For example, by primarily putting all the efforts into what is measured, performance will go up. But, overall, there may be no actual improvement or perhaps even a deterioration of performance.

Replacement of Poor Performance

This reduces differences in performance. As only good performers remains and the indicators lose their discriminating value.

Suppression

This occurs when differences in performance are ignored. Thus, the argument is not on performance perse but the report on performance. Therefore, focus should be on monitoring and efficiency within the organisation.

Categorically speaking, public sector organisation may try to evoke a performance paradox on purpose. For example, they can sabotage audit when they consider it an act of distrust by mispresenting or misinterpreting performance indicators.

Most of the factors that could increase the chance of a performance paradox in the public sector are the lack of potential bankruptcy i.e. disjunction between cost and revenues, as it is the case with the private sector, geared towards making profit. Many public sector organisations have problems in estimating the exact costs of their products and services even as they engage in commercial activities.

While in order to sum up why performance paradox occurs in the public sector, fountain (2001:65) stated thus:

> Public servants encounter constituencies whose preferences are ambiguous, dynamics shaped significantly by and through their relationship with the public bureaucracy itself. Political bureaucrats have an obligation to do more than satisfying customers. They must identify and aggregate preferences in ways that sustain political legitimacy and minimise political inequality.

Performance versus Morale

By perusing the concept of performance in the previous section, it is high time that, we relate it with employees' morale, which determines whether one performs better or not. However, morale is simply an individual state of mind, which in the event of any given activity, affects job performance of a given task. High morale produces confidence, optimism, and enthusiasm and will to succeed, while low morale produces negative attitudes toward job performance.

To Benton (1977), morale is a buoyant spirit of a whole-hearted cooperation in common effort accompanied with zeal and self-sacrifice or prevailing mood conducive to willing and dependable performance based on faith of the company and its leadership. Umeden and Sharman (2003) see morale as the adjustment of the individual worker in an organisation which tends to affect, not only his performance, but that of his colleagues as well. For example, if worker exhibit irritation and frustration, it tends to add to similar feelings in others on the job. On his own contribution, Eghe (2006) puts it that, morale is the state of mind of an individual with respect to his work environment. It is referred to as the capacity of a group of people to put together persistently and consistently in pursuit of a common purpose. White (1985) stated that morale reflects social psychological situation, a state of mind in which men and women voluntarily seek to develop and apply their full powers to the task upon which they are engaged, the reason of the intellectual or moral satisfaction which they drive from their own self-realisation, their achievement in their decision field and their pride in the service.

Accordingly, Dimock and Dimock (1970) put it that, morale is by product, a combination of components which produces a balance, health situation in which people may work with self-respect and the opportunity for individual growth.

In a more comprehensive perspective, Davis (1977) maintains that morale though intangible, can be measured because absence of it in an organization is usually manifested by poor attitude such as lack of respect for constituted authority, excessive lateness and absenteeism, excessive proportion of low quality of work and low productivity in general; general lack of co-operation, derogatory comments about the company and its executives and the community … a high proportion of grievances ….

In an attempt to relate morale with employees' performance in the military field, Bernard (1938) gives definition in the context of military management. He says morale means: the state of mind which makes a soldier contended with his surrounding, confidence of himself, his congress and his, and determined to execute all of his missions with effectiveness and efficiency. It relates to the condition of an individual or group with regard to courage, confidence and enthusiasm and the performance of duty.

Unarguably, it is the view of the researcher that, it is easier to describe the concept of performance in relation to morale using some variables than attempting at having a consensus definition. Therefore, performance as it relates to staff in organisation (public or private) is determined when the organisation expectations in relation to the duty assigned to individual worker, attained to a satisfactory level (i.e. good performance) and vice versa for poor performance. Also, closely related, are the concepts of discipline, performance and morale, in which case and in some instances, the same measurable elements can be used to describe each either in positive perspective or negative perspective (i.e. indiscipline, poor performance and low morale), since the three concepts are inseparable.

2.2.4 **Empirical Review**

In complementation of this study, some compiled works of other researchers are empirically reviewed. First, Mailafiya (2006) in a study titled: "Assessment of Discipline and Disciplinary procedures in Kaduna State Ministry of Water Resources hypothesized that ignorance of rules and regulations led to perpetuation of indiscipline act among staff as well as failure of superior officers to take disciplinary action. Though, significantly the study is, by concluding that ignorant of laid down rules and regulations leads to the commitment of indisciplinary act, it doesn't examine how effective is the disciplinary measures on staff morale and performance.

Also, Etu (2007) in his study titled "Impact of Discipline on Employees' Performance in Federal Road Safety Commission, Zaria Unit focuses in unraveling the nature of disciplinary measures and procedures in the command, without commiserating effort in relating it with staff performance, that is, after the penalties are inflicted on the erring staff, by determining the pre and post-performance.

In his study titled "Discipline and Disciplinary Procedure in Kaduna State Civil Service" Gabriel (2008) selected five (5) ministries for that purpose. The study concluded that non-conformity and non-punctuality to works negatively affect performance (which is obvious). But, no attempt was made in relating discipline as punitive measure, corrective measure and

adherence to rules and regulations with performance, as each category may either make (improve) or mar (discourage) performance.

Thus, looking at the foregoing, and the identifiable shortcomings or gaps (though the significant contribution of the studies) this study on "Impact assessment of Disciplinary measures on staff performance in Kaduna State Water Board Zaria, City District and Sunseed Nigeria Limited, has brought to the fore an attempt at looking at disciplinary measures and procedures in the public and private sector. A comparative analysis of the system in either case, differences in nature, forms and of the measures in relation to performance is determined. Also, it sees discipline as punitive measure, corrective measure and obedience to rules and regulations, and, the relationship with staff performance (and morale) is highly emphasised.

2.3 **Theoretical Framework**

Considering the nature of the topic, the different connotation of discipline, and the two hypotheses of the study, two (2) theories are adopted as basis for validating, justifying and explaining the constituent variables that make up the study, which links us to our data analysis and revelations of major findings. These theories include Max Weber's Bureaucratic Theory (Model) and Red-Hot-Stove Theory (Model).

2.3.1 **Max Weber's Bureaucratic Model**

This model is associated with the handy work of the German theorist, Weber (1864 - 1920). Weber (1947) believed that obedience to command depends greatly upon a belief in the legitimacy of the command. This is a belief that orders given are justified and that, it is appropriate to obey. It is this idea of legitimacy that gave Weber the idea for classifying organisation accordingly thus: the foundation of all authority and hence of all compliance with orders, is a belief in prestige, which operates to the advantage or the ruler or rulers. In this respect, Weber identified three (3) types of legitimate authorities based on the sources of their authority beliefs. These include the following:

i. Charismatic Authority
ii. Traditional Authority
iii. Legal Rational Authority

Charismatic Authority

In this regard, person gives orders by occupying sacred and outstanding qualities. Thus, obedience is based on the personal trust people have in the charismatic person, his revelations or supernatural qualities. Specific example include: leaders like Hitler of Germany, Shehu Usman Danfolio of Sokoto and other great people or leaders.

Traditional Authority

Here, followers obey orders based on historical traditional beliefs, customs, values and norms. Thus, authority lies on traditional rulers like, Emirs, Chiefs, Oba and the like. However, obedience is not based on impersonal laws but on personal loyalty within the area of accustomed obligations. But one must belong to the royal families for succession.

Legal Rational Authority

Under this system, it is believed that, the superior giving orders in consonance or tandem with schedule of duties as stipulated in the organisational rules and regulations. Thus, obedience is for the accepted impersonal established rules and office of the superior as positioned in the organisational hierarchy. Hence, obedience is to agree established rules and responsibilities charged to individuals merged with their hierarchical position of the organisational order.

However, it is based on the legal – rational Authority Weber developed his bureaucratic principles which form the bases for the effective working of an organisation. The salient features based on Weberian construct are as follows:

a. A division of labour based on functional specialization. This in Weber's words is referred to as a "specified sphere of competence". In such organisation duties and responsibilities are clearly divided among members based on qualifications passed and functions expected to be performed by each individual.
b. A well-defined hierarchy of authority governed the organisation of offices each lower office is under the control of supervising of a higher one i.e. top-bottom.
c. A set of technical rules or norms which guide the behavior of members and regulate the conduct of offices in general. Each is expected to obey.

d. Membership is by recruitment or appointment based on merit in relation to technical qualifications of both mental and physical capabilities.
e. Since both rules and sanctions are legitimized by members of a rational legal organisation, the use of naked power is difficult if not impossible.
f. There is existence of impersonal relationship among members. Members undertake their activities not in favour of anybody but according to the set rules guiding procedures within the organisation.
g. Administrative activities, rules and decisions are formulated and recorded in writing. Such written documents that serve as organisational records or kept in files for official reference purposes. Record keeping in such organisation guides the action of employees within an organisation and provides for organisational continuity.
h. Rationality and objectivity in respect of decisions and activities are the best means to achieve the organisational set goals. By this, members are supposed to be honest and selfishness.

2.3.2 **The Red-Hot-Stove Model**

Douglas McGregor is credited to this model. Mc Gregor developed the Red Hot Stove Theory of discipline which he believed to be a solution to this problem. However, Heinman and Hilgart (1977) describe the model in the sense that the rule draws a comparison between touching a hot-stove and experiencing discipline. Then one touches a hot stove, the reaction is immediate, consistent, impersonal and without warning. The burn is immediate and with question of cause and effect. There is warning since everyone knows what happens if one touches a stove when it is hot stove, he gets burnt. One gets burnt because of what he/she has done – touching a hot stove, not because of which one is. The comparison between a hot stove and discipline is apparent. Discipline should be directed against the act and not against the person. Following these four basic rules will help the superiors reduce the resentment inherent in the disciplinary actions.

In his HOT STOVE RULE theory of discipline, Mc Gregor also observed that to regulate the enforcement of discipline in organisation, five parameters are constant, they are:

a. Hot stove burns everyone; similarly discipline should be consistent to everyone in the organisation.
b. Hot stove burns everyone in the same manner, discipline and punishment should also be handled evenly or equally to everyone in the organisation.
c. Hot stove burns people because they touched the same fire, similarly, people are to be punished for what they do and not on the basis of who they are.
d. Hot stove burns immediately, in the same manner, discipline should be administered quickly.
e. Hot stove gives warning; warning should be given before initiating disciplinary action.

Thus, the four (4) basic elements of Red Hot Stove model are as follows:

i. Immediacy
ii. Advanced warning
iii. Consistency
iv. Impersonality

Immediacy

According to Heimann and Hilgert, immediacy means that, as soon as an offence is noticed, a supervisor proceeds to initiate disciplinary action as speedily as possible while avoiding haste which might lead to unwarranted action. The public service rules recognize the need for immediacy as prescribed by rule 0 4194 (a), which provides that "it shall be the duty of every officer to report any case of misconduct that comes to his notice to an officer superior to the officer involved''.

Advanced Warning

It is fair that employees know in advance what is expected of them and what the rules and regulations are. Hackett clarifies it by saying "it is not enough to specify what the rules are" as contained in the public service rules and other extant rules and regulations, you must also make

sure that employees and managers are aware of them, understand them, and aware of the consequences of any breach of them.

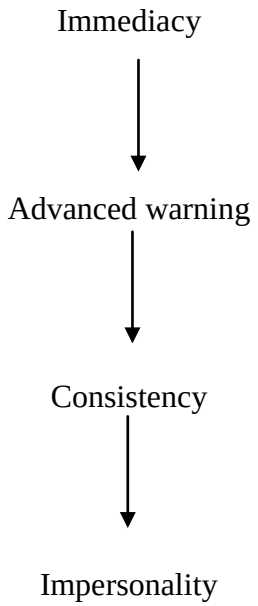
Consistency

This means that each time an infraction occurs; appropriate disciplinary action is taken while inconsistency lowers the morale of employees and diminishes their respect for the supervisors.

Impersonality

Discipline can't be easily imposed without causing the person being disciplined to feel resentful and aggressive. However, the resentment can be minimized if it is imposed as impersonally as possible, as this has the least negative effect if the disciplined individual feels that, it is only his behavior that is being criticized and not his person. These four (4) basic elements can be illustrated thus:

Figure 1 **RED HOT STOVE MODEL**



Thus, a good disciplinary procedure should be anchored in these four (4) basic elements in order to yield the desired result.

2.5.3 **Relevance of the theories to the study**

The blend of the two (2) theories is informed by the need to incorporate and explain the salient variables that make up the study, particularly looking at the different meaning of discipline and the impact of disciplinary measures on employees' morale and performance. In the first place therefore, Weber's Bureaucratic Theory is deemed fit for the study because no organisation can function effectively and expect an obedient work force that performs towards realizing the set goals without adopting in the basic principles of Weber's bureaucracy.

Thus, both Kaduna State Water Board Zaria City District and Sunseed Nigeria Limited have division of labour based on hierarchical order, with application of laid down rules and regulations to facilitate the integration of individual-organisational goals. Workers based on the organisational structure look up to their immediate superiors who are watching their action or inaction, as it is the superior officers or supervisors based on the arrangement that correct or serve the basis for disciplinary action against erring employee. In the two study areas, the head of departments are saddled with that responsibility.

Also, the model encourages the need for adhering to laid down rules and regulations that are impersonal and are identified with the position one occupies but not his person. This can be related to the objective of Kaduna State Water Board Zaria, City District, in its effort to ensure constant supply of water and to reach the monthly or yearly bench mark given to it, in revenue generation by the headquarters and Sunseed Nigeria Limited in its quest to make profit. The rules serve, as a baseline on the operation and function of various units. Finally, the principle of merit and competency in recruitment process serve as a corollary for employing employees that are well disciplined, honest, dedicated and committed, which by extension reduce the perpetuation of indisciplinary act among staff. But, observations have it that as a public organisation, Kaduna State Water Board Zaria, City District like other public organisations sometimes facilitates merit to pave way to God fatherism or loyalty in the process of recruitment. This violates Weber's principle of meritocracy, with a multiplier effects in personalizing offices, by boycotting or by-passing the channels of communication or scalar chain of command etc. consequently, these undermine the survival and growth of the organization, which is why we are witnessing one form

of privatization and commercialization or/and the other. On the other hand, in sunseed Nigeria Limited there is strict application of rules and regulation in form of proper supervision of subordinate staff within the span of control of each supervisor.

On the other hand, the Red Hot Stove Model of McGregor is used because it provides a systematic way of taking disciplinary action against erring staff and the expected impact on morale and performance. This is specifically related to the second hypothesis. In the first instance, the four (4) elements of Red Hot Stove are ideally enshrined in the rules and regulations of the two study areas. Workers (erring) are expected to be served with disciplinary action immediately, know the lay down rules in place and disciplinary measures, as well as the objective and impersonal nature of the rules.

But sometimes the procedures are not objectively followed particularly in Kaduna State Water Board Zaria, City District where rules are broken with impunity and individual salaries or wages are not directly related to their performance. Also, there has been inconsistency in the application of the disciplinary measures in the Board, which is one of the reasons that lead to increased perpetuation of the indisciplinary acts However, in Sunseed Nigeria Limited effort is being intensified by the supervisors in adopting corrective measure as well as reminding the employees their primary roles in relation to the goal of the organisation. In addition, control measures like the opening of registers and strict monitoring and sometimes searching of staff going out are taken place in regular bases. In either case (two study areas), it is ideal that employees after warning are queried and the procedures continue relatively to whether the employees adjust or not. Problems arise when the procedures are not consistent, impersonal, and immediate and based on advanced warning. This in one hand leads to hatred, insubordination, disrespect and poor performance; on the other hand, it encourages the perpetuation of indisciplinary acts.

Unfortunately, while appreciating the efforts of Max Weber and McGregor in propounding the Bureaucracy model and Red-Hot-Stove Rule on discipline, it is to be noted that many scholars viewed the theories, particularly the Red-Hot-Stove as equivalent to Theory X this is seen as grossly underestimating the interest(s) and capacities of workers. Because the theory

assumes that people are naturally lazy and will avoid work and responsibility. The theory suggests the use of coercion and punishment to ensure that goals are achieved (mainly related to the private sector). Thus, McGregor propounded Theory Y as being more realistic and optimistic in assessment of human nature with emphasis that threat of punishment does not necessarily only means of bringing about efforts towards the attainment of objectives. On the other hand, the bureaucratic principles are seen as too strict and breeding red-tapism, corruption etc. in decision making

Finally, while appreciating the effort of Max Weber and McGregor in propounding the two theories used for the study, it is to be noted that modern management practice requires that workers be helped to perform their jobs better. Hence, whether public or private organisation, human beings should be treated humanely, with the necessary facilities on ground and should be studied closer, to know the uniqueness of each towards proper workers-organisations integration.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology serves as the pillar of the research that guides us in the course of data collection, presentation, analysis and interpretation.

3.2 Source of Data

Basically, the sources of the data for the study are classified into two (2) namely:

i. Primary data

ii. Secondary data

i. Primary Data

This is the data collected directly from the source or field for the purpose of the study. It was collected as firsthand information through the instrument of questionnaire, interview and observation.

- **Questionnaire:** This constitutes a list or set of questions in typed format asked by the researcher, answered by the respondents through personal contact and use of some members of staff.
- **Interview:** This is a verbal form of communication between the interviewer (i.e. researcher or research assistant) and the interviewees (i.e. respondents) used to supplement the use of questionnaire, as it saves time and facilitate face to face interaction.
- **Observation:** This is the act of watching and recording people doing things related to the objectives of the study. Thus, (both participant and) non-participant observation would be carried out to supplement the two sources mentioned above.

ii. Secondary Data

These featured both published and unpublished written text that provided information already recorded for other purposes, though related to the study, but not purposely for it. Thus, it is second hand information that forms the bulk of literature review and the

historical and operational pattern of the two study areas, as well as the trends of disciplinary measures and level of productions.

3.3 Population, Sample Size and Sampling Technique

The population of the study is constituted by the staff of Kaduna State Water Board Zaria, City District and Sunseed Nigeria Limited. These are presented in the table below.

Table 1: **Staff strength of Kaduna State Water Board Zaria, City District and Sunseed Nigeria Limited**

Category	Kaduna State Water Board Zaria	Sunseed Nigeria Limited	Grand Total
Senior Staff	14	26	40
Junior Staff	89	34	123
Company Casual	02	37	39
Contract Casual	-	09	09
Other staff without offer of appointment	-	148	148
Sub Total	105	254	359

Source: Administrative Office, Sunseed Nigeria Limited 2012 and City District Water Board, Zaria 2012.

From the table above, the staff strength of Kaduna State Water Board Zaria, City District as at 2012 stood at one hundred and five (105), while that of Sunseed Nigeria Limited stood at Two Hundred and Fifty Four (254) i.e. constituting Senior Staff, Junior Staff and other categories of Staff. But, the target population for Sunseed stood at 106 and that of City Water Board stood at 105, thus, the total targeted population for the study stood at 211.

However, for the sample size of the study, Nachmais and Nachmasie (1981) stated that a sample of about 5 percent of a population of over one thousand (1000) is good enough for making inference of the entire population.

Thus, for the representative sample size fifty percent (50%) of the population of Kaduna State Water Board Zaria, City District representing fifty two (52) was used. While for Sunseed Nigeria Limited fifty percent (50%) of the population constituting senior staff, junior staff, company casual and contract casual totaling one hundred and six (106) was used. This gives fifty three (53) as our sample size. Put together, the total sample size for the study stood at one Hundred and five (105). And, the use of approximate number for the two study areas gives a fair ground for making comparison based on the responses sought and facilitates the testing of the two hypotheses. In order to have a sample size that is worthy representative of the population, two probability sampling techniques are adopted. These include:

i. Stratified sampling technique
ii. Random sampling technique

Stratified Sampling Technique

This is applied because the population is heterogeneous with different categories. Elements are selected from each category randomly and later combine together. Thus, based on the nature of the topic concerning discipline, some questions are reserved for the superior officers (senior staff) of Kaduna State Water Board Zaria, City District and staff of Sunseed Nigeria Limited; while others are reserved for junior and casual staff, hence, the need to stratify the population for fair representation.

Random Sampling Technique

This method is applied in the process of stratifying, for it is simple to apply and gives an equal chance of each member of the population whether senior or junior and casual of being chosen without bias.

3.4 Instrument of Data Collection

Data for the study was collected using the instruments of Questionnaire, interview and observation.

- **Questionnaire**

  For the questionnaire method, both opened-ended and closed-ended question were asked, but with emphasis on the closed-ended questions.

Open-ended questions format was used because it gives a free opportunity for respondent to comment to a question without restriction as in close-ended format.

Closed-ended questions are used because of their simplicity in answering, and the provision of confined options to each question.

The administration of the questionnaire was through personal contact. But, support of some staff was sought to assist the researcher in distributing the questionnaires particularly due to difficulty in getting access to most of the respondents.

- **Interview**

  For the interview instrument, both structured and unstructured interview format were used to complement the use of questionnaire, though with emphasis on structured method. Thus, nine (9) people were interviewed, i.e. four (4) in City District Water Board and Five (5) in Sunseed Nigeria Limited. This was done personally.

- **Observation**

  Going to the field to administer the two methods or instruments mentioned above gave an opportunity for the researcher to systematically observed and record some things relevant to the study. These include the attitude of workers in reporting early to work or otherwise, their attitude in the work place and the forms of control measures in place.

3.5 Method of Data Analysis

Data for the study was analysed using:

i. Descriptive statistics and
ii. Inferential statistics tools

Descriptive statistics

Descriptive statistical tools like frequency tables, percentages and highest means scores were used, for their simplicity in summarization of complex data. Therefore frequency table, use of percentage are used to present data and the highest means score was used to informally test the two hypotheses

Inferential Statistics

Chi-square (x^2) inferential statistical tool was used to facilitate the analysis and testing of the two (2) hypotheses by formally supplementing the use of highest means score for the same purpose. The justifications for using it are because:

- It is appropriate to use if the sample size is greater than 30 or as Odama (1982) and Ibanga (1992) pointed out, it is ideal for sample size less than 25 or greater than 75. Therefore, it is appropriate since the sample size for the study is up to105
- The data is resulted from random sample using both stratified and simple random probability sampling techniques.
- Expected frequencies for a large proportion of cells are more than 5.

Also, for data analysis using the chi-square (x2) statistical tool, the formula is given thus:

$$\chi^2 = \Sigma \frac{O - E}{E}$$

Where, 0 = Observed frequencies

E = Expected frequencies

The chi-square (x^2) obtained from the formulae (test statistic) is compared with the value of x^2 table (see Appendix 3) for a given level of significance (0.05) and degree of freedom. To get the value of degree of freedom (v) the formulae is v = (rows – 1) (columns – 1), where rows and columns were gotten from the observed frequencies table for the two hypotheses, in chapter five.

CHAPTER FOUR

HISTORICAL BACKGROUND AND OPERATIONAL PATTERNS OF KADUNA STATE WATER BOARD ZARIA, CITY DISTRICT AND SUNSEED NIGERIA LIMITED

4.1 Introduction

Basically, the chapter intends at looking into the brief historical background of the two (2) study areas, and to portray the nature of disciplinary measures and procedures as a baseline for accomplishing the objectives of the two organisations. Also, the chapter focuses on the organisational structure showing the nature of division of labour and hierarchical order.

4.2 Historical Background of Kaduna State Water Board Zaria, City District

First and foremost, it will be out of context to start the history of City District Water Board (Kaduna State Water Board, Zaria) without relating it with the major headquarter (i.e. Kaduna State Water Board). Therefore Kaduna State Water Board was established by edict No.2 of 1971 as a body corporate with perpetual succession and common seal and has the power to sue and be sued in its corporate name. This edict was replaced with Kaduna State Water Board Law which came into effect on July, 1.2004. The Board was created out of the former ministry of works and transport in 1971 through the enactment of the Decree mentioned above. But, prior to this period was under Zaria, a regional Water works that came into being in 1939.

The main source of raw water is from an impounding reservoir on River Galma and it is located at the outskirts of Zaria – Jos road. The Dam was constructed in 1975. However, the city District Water Board (Kaduna State Water Board, Zaria) was created in 1994 with the fragmentation of the Board into three (3) i.e. City District Water Board, Sabo Gari District Water Board and Samaru District Water Board. The City District Water Board is put under zones targeted at different areas.

Zone 60A covers Banzazzau, Jushi, Emir Palace, Babban Dodo and Kofan Doka.

Zone 60B covers Kaura on the west, Amaru, Kofan Kona, and Magajiya.

Zone 10A covers Gyallesu, ABU, Dakace, Kakeyi etc.

Zone 10B covers part of Tudun wasa like – Rimi, Jabba, Matazu court etc.

Zone 10 C covers layin Baba Ahmed, Kofan Doka, Angwan Kaya, Nagoyi, Bizara etc.

Zone 50 covers Tudun Jukun, Magume, Wusasa, Tukur Tukur and Saye.

In addition, with the growing population, industrial activities and man's quest for knowledge made people to come to settle in Zaria (city) and as a result, the demand of water increases as it relates to higher institution of learning like Ahmadu Bello University, Zaria (ABU, Kongo), Nuhu Bamalli Polytechnic Zaria, Federal College of Education (FCE), Zaria etc. at present, the City District Water Board is located at Kofan Doka, Zaria City.

4.2.1 **Objectives of Kaduna State Water Board Zaria, City District**

Generally, the responsibilities of the Water Board are:

1. to produce and distribute water to the people for domestic and commercial and industrial purposes.
2. to maintain the distribution system
3. to charge water rates and other services rendered by the board, with approval of the government, in such a way that the revenue for each year would be sufficient or as nearly as may pay for all working expenses.
4. to collect rates for water consumed by customers.

However, the specific objectives are as follows:

a. to establish a control measures in the provision of water to places like Ahmadu Bello University, Zaria and Zaria environs.
b. to ensure that water is provided at reasonable rate and in required quantity and quality based on the flat rate provided by the headquarter.
c. to conduct appropriate research for the purpose of development of water supply in the district.

In order to achieve these objectives, the board carried out the following functions:

i. It ensures that as a marketing unit, bills are distributed for the respective customers.
ii. Ensure the carrying out of the duty of connecting and disconnecting pipes repairing leaks ones etc.

iii. It ensures that as semi-autonomous body, that water is sold to the target customers at affordable basis in order to generate revenue to the board.

iv. Finally, it carries out other functions that would ensure the attainment of the board objectives.

4.2.2 **Organizational structure of Kaduna State Water Board City District**

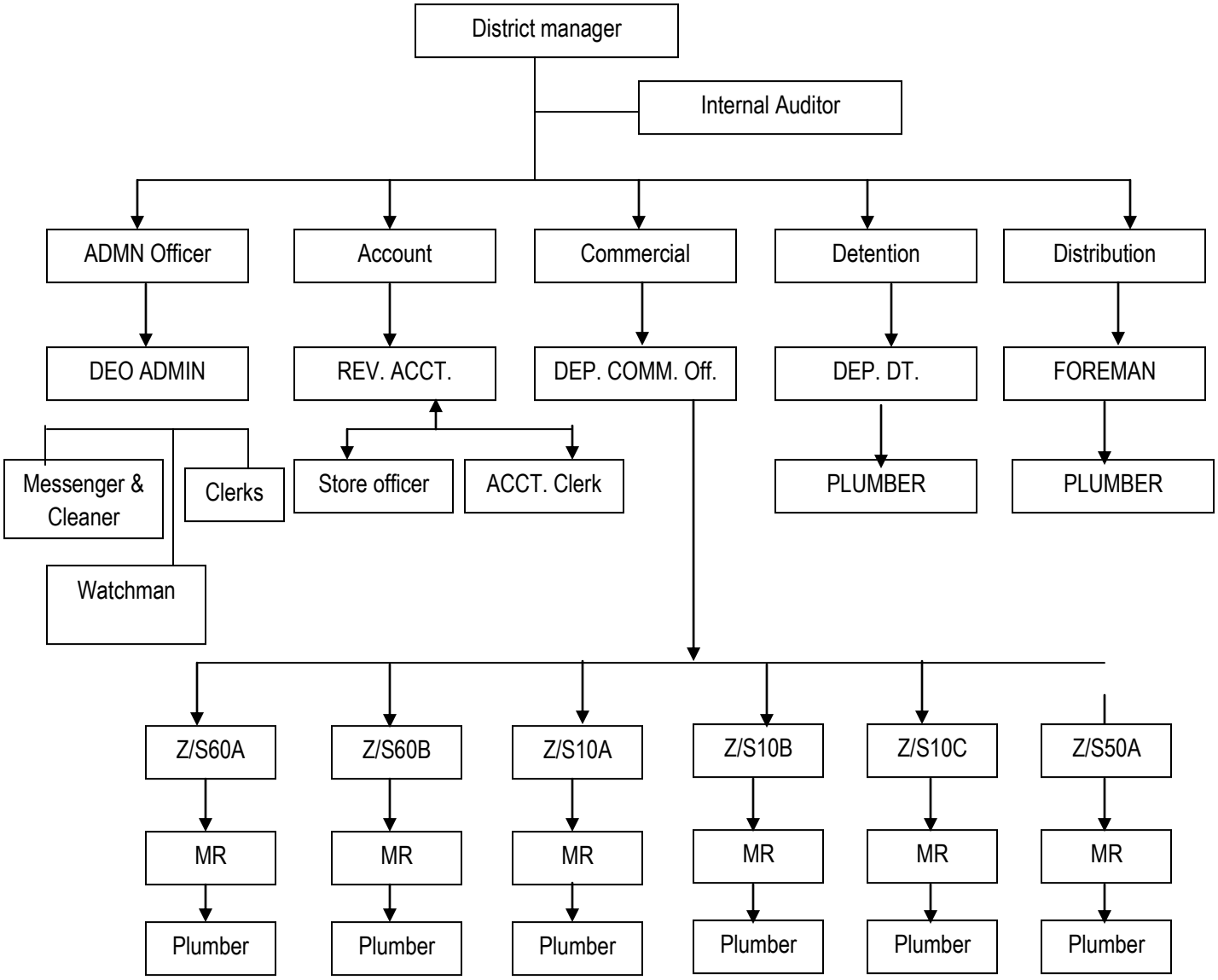
Generally, at the headquarter level, it is stated that the Board shall consist of part-time chairman and not less than thirteen (13) other members appointed by Executive governor. The Board members shall include a representative each from ministries of water resources and finance, two (2) or more members which have knowledge of water supply operations and at least two (2) persons representing the interest of consumers.

Also, at the headquarters level; the general manager is at the apex of the structure as the chief executive officer. He is assisted by Assistant General Managers in Administration, finance, operations, projects, commercial, corporate planning, chief internal Auditor and public relations manager. (Kaduna State Water Board, 2010).

However, in its effort to complement the effort of the Water Board, the structural composition of City District Water Board shows the presence of the District Manager at the apex of the structure. He oversees the overall affairs of the Board and ensures that the objects of the Board are attainable. The Board has an internal Auditor who ensures that, the internal audit of the board is carried out; these include all the marketing transactions that take place.

For clear picture of the organisation structure, the chart of the Board is presented below:

Fig. 2 Organization Chart of Kaduna State Water Board Zaria City District



Source: City District Water Board Admin. Office, 2012

4.2.3 **Function of Department in Kaduna State Water Board Zaria City District**

The Board has Six (6) different departments headed by the District Head. These include – Administrative, accounting, commercial, Detention, Distribution units (Departments), and operations.

Administrative Unit (Department)

The District Administrative officer (DAO) is in charge of the overall administrative matters of the Board. He is assisted by the Deputy District Administrative Officer (D.D.A.O) who is given schedule of collecting leaves matters and Bank issues of the district.

Thus, this department carries out the following functions:

- That all records are prepared and kept appropriately.
- Issues related to staff matter are processes and the necessary files opened.
- Carrying out other routine activities on daily basis.

To achieve this, the clerks under the department ensure the opening of registry files, its movement, taking inventory of moving files etc. while the messengers and cleaners perform unskilled work like taking files from one unit to another, dusting, sweeping and making tidiness of the offices and its environs.

Accounting unit (Department)

This unit ensures the performance of the following functions:

- Keeping a financial transaction of the board (revenue and expenditure).
- Preparing a Statement of Account of the Board.
- Preparing voucher and allowances payment etc.

To achieve this, the Board has a principal officer who had with the District on issues of Bank reconciliation, statement of account etc.

The revenue accountant prepares all the bills of the Board to be distributed to various customers. The accounting clerk on the other hand prepare vouchers for payment of local purchase order (LPO), Job orders (JO), preparation of allowance such as overtime, bonuses and medical claims.

The sore officers are responsible for the record keeping of the Board, in terms of assets and liability like metre, file, taking record and other related issues.

Commercial Unit (Department)

This unit is responsible for carrying out all commercial activities related to

- Selling of water to the public

- Giving directive for all other commercial activities etc.

The Deputy Commercial Officer (D.C.O) assist the district commercial officer in the performance of his duty for commercial purposes and in order to ensure efficient service delivery, the commercial activity is divided into six (6) zones namely – 60A zone' 60B Zone, 10A Zone, 10B Zone, 10C Zone 50 Zone all headed by zone supervisors under each zone, supervisory control are the issues of meter and plumbers.

Detention Unit (Department)

The unit is headed by District Detention Officer who is in charge of all security issues including thus:-

- Bringing defaulters of illegal disconnection to book.
- Bringing defaulters of illegal connection to book etc.

The District Detention Officer (DDO) is answerable to the headquarters and must lias with the District commercial officer (DCO). The officer is just like policeman assisted by Deputy Detention Officer. Other categories of staff under this unit include plumbers and the foreman. The latter ensure the control of other plumbers in carrying out various assignments for the Board.

Distribution Unit (Department)

This unit is headed by the Distribution Officer (D.O.).

4.2.4 Disciplinary measures and procedures in City District Water Board

Offences in organizations particularly City District Water Board are triggered by act, of misconduct and inefficiency in the performance of one's duty.

However, the word "misconduct" includes thus:

a. General misconduct to the scandal of the public or to the prejudice of discipline or proper administration of the business of the Board and without prejudice to the generality of this definition includes, corruption, dishonesty, drunkenness, false claim, foul language, insubordination, negligence, the falsification of or failure to keep or suppression of records.
b. Conviction on a criminal charge other than a minor offence such as an offence against the Road traffic regulations.

c. Serious debt or serious pecuniary embarrassment arising from imprudence or other reprehensible cause.
d. Absence without leave from place of work, without adequate excuse.
e. Engaging directly or indirectly in any business, profession, and trade or calling other than in the capacity of a staff.
f. Negligence stated by an auditor to have been occasion of loss of funds to the Board.
g. Disobedience on an order to proceed on transfer or to accept posting or of any other lawful order issued by the Board.
h. Failure to appear or answer questions in any investigation need under these re-regulations and (1) disclosure of official information without permission.

On the other hand, inefficiency is stated in regulation (68) of the Board as a series of acts or omission, incompetence or misbehavior which in themselves are not serious enough to warrant proceedings for misconduct but the cumulative effect of which shows that an officer is not capable of discharging efficiently the duties of the office which he holds.

However, any alleged misconduct, inefficiency or breach of regulation on the part of a staff may be referred to the establishment committee, or chairman in accordance with the following paragraphs at the instance of the Board, the chairman or the Head of Division concerned, unless a method of dismissal of other discipline or of termination, is otherwise provided for in this regulations.

(a) The officer shall by direction of the Establishments Committee or the chairman be notified in writing of the grounds on which it is proposed to discipline him and he shall be given an opportunity to state in writing before a day to be specified (not less than one week after delivery of notification) any grounds upon which he relies to exculpate himself.
(b) The officer shall be informed of the date on which the question of his alleged misconduct shall be brought before the establishment committee or the chairman to defend him.

(c) If witness are examined by the establishment committee or the chairman officer shall be given the opportunity being any of putting questions to the witnesses on his behalf and shall be permitted to examine documentary evidence against him.

(d) If during the course of the enquiry further evidence of misconduct is disclosed, and the establishment committee or the chairman decides to act upon such evidence, the officer shall, if he requests, be furnished with a written statement thereof and the same steps shall be taken as are above prescribed in respect of the original charge.

(e) The establishment committee having enquired into the matter shall make a report and a recommendation to the Board which may take action under paragraph (d) or may refer any matter therein back to the Establishment Committee to report further or for further enquiry.

(f) The file of any officer who is being examined by the committee or Board shall be produced for examination before any disciplinary action is recommended or inflicted.

(g) The chairman shall consult the establishment committee before taken any decision.

(h) Upon considering the report and recommendation of the establishment committee the Board may either dismiss the officer inflict on or more of the lesser penalties under sub-regulation (2) and(i) the chairman after consultation with the establishment committee may either dismiss the officer or inflict one or more of the lesser penalties prescribed under sub-regulation (2).

Other lesser penalties which may be inflicted are:-

i. Withholding of an increment
ii. Reprimand
iii. Deferment of an increment
iv. Reduction in grade
v. Refund of any monies lost
vi. Forfeiture of money for any period of absence without leave.

Types of Disciplinary Measures and Procedures

The disciplinary measure in the Nigerian public sector is a replica of what is in place in City District Water Board. However, the measures range from the least inflicted punishment to the most severe. These include the followings:

a. Verbal warning
b. Written warning
c. Suspension
d. Interdiction
e. Termination of appointment
f. Dismissal

a. **Verbal Warning**

this is least severe disciplinary measure in City District Water Board and is used by Head of Administration (unit) to draw the attention of a subordinate to his faults or shortcomings Normally a record of such verbal warning is expected to be kept with a view to guiding the officers to improve efficiency in the service.

b. **Written Warning**

This is applied to offences that can be classified as minor such as leaving office before closing time or reporting late for work. As soon as a head observes any shortcoming in a subordinate or becomes dissatisfied with his work or behaviour, he brings to the officer's notice in writing giving details of the unsatisfactory work or behaviour and demand for an explanation as to why discipline measures should not be taken against the officer. No further action is taken if at the end the officer exonerates himself if otherwise a written warning is issued with a view to inhibiting such undesired behaviour and to serve as deterrent to impending offenders.

c. **Suspension**

Regulation 83 stated that, if criminal proceedings are instituted against an officer disciplinary action upon any grounds stated in the criminal charge shall not be taken pending determination of the criminal proceedings but he may be suspended of forth with in accordance with the provisions of regulation 71.

However, suspension is applied where a prima facie case has been established against an officer and it is considered in the public interest that he should forthwith be prohibited from carrying on his duty. Such misconduct could include willful destruction of property etc.

Regulation 75 further states that no officer shall be suspended unless he has been or is about to be charged with a criminal offence other than a traffic offence or with misconduct which in the opinion of the Board or the chairman is of such nature as to warrant dismissal.

Also, an officer who is suspended is expected to handover uniform, account books and records and any other property of the Board in his charge to such person as the Board shall order and (b) forbidden by the Head to carry on his duties and to visit his place of business except with express permission of the Board.

d. **Interdiction**

This is not disciplinary measure parse but a "stop gap" pending investigation into alleged misconduct especially when it borders on criminal charges like embezzlement fraud etc. Regulation 69(1) states that whenever in opinion of a Head of Division misconduct which is of such nature as to warrant dismissal or any of the lesser penalties prescribed under regulation 89 (2) but doesn't constitute a criminal offence, has been committed by any officer, he shall report to the establishment committee or the committee or chairman on the recommendation of the Head of Division concerned on its or his own, may interdict the said officer. The officer shall thereupon be forbidden to carryon his duties and to visit his place of business without the express permission of the Board.

Further, regulation 72 state that notice of interdiction shall be given to the officer concerned in writing. It shall state the date from which the interdiction takes effect and the charges on which he is suspended or interdict to perform. Finally, regulation 73 (1) stated that where on officer has been interdicted, he shall be entitled to receive such portion of his salary, not by less than one and half as the Board shall direct.

e. **Termination of Appointment**

This is a form of punishment that results to officer to loss income, status and his membership of the Board. An officer's appointment can be terminated for an act of inefficiency and, or (gross) misconduct or simply because his service is no longer required.

Regulation 81 (1) states condition for termination of appointment, that without prejudice to the rights of the chairman under regulation 80 summarily to dismiss staff in circumstances described therein. He may be terminated by the Board or the chairman as the case may be on the grounds of general inefficiency if:-

(a) He has in the course of the six (6) months period immediately proceed, by warned in writing at least once, either by the Board, the chairman or the Head of Division concerned that his work is unsatisfactory.

(b) He has failed to pass any technical trade or Board test the passing of which is a condition of his appointment.

(c) He becomes financially embarrassed and such embarrassment is caused by imprudence or other reprehensive is terminated for inefficiency shall be granted free transport for his for himself his family and his baggage in accordance with the provision of these provisions.

(d) An employee whose appointment is terminated for inefficiency shall be deemed to have been 'retired' for the purpose of receiving any retirement benefits to which he may be entitled, or for which he may be eligible in accordance with these regulations or other conditions service.

f. **Dismissal**

This is the most extreme form of punishment in the City District Water Board (Kaduna State Water Board and other organisations).

(1) Regulation 81 states that without prejudice to the rights of the Board under regulation 80 summarily dismiss any of its officers or under regulation 81 to terminate the appointment of confirmed staff in the circumstances described therein, an officer who is confirmed in his appointment may be dismissed by the Board or chairman as the case may be in form misconduct.

(2) The act of misconduct itself shall be deemed to be sufficient grounds for dismissal and no warning need precede cause.

(3) He has been persistently absent from or late for duty without adequate excuse and have been warned in writing at least once in the course of six (6) months period immediately preceding or

(4) His increment has previously been withheld or deferred.

However, a confirmed officer whose appointment is terminated for inefficiency shall be given one month's notice or may be discharged with one (1) month's pay in lieu of notice at any time.

i. The notice mentioned in sub-regulation 3 may be given on any date of the month; and the month shall be calculated from the day on which the notice may reasonably be expected be recovered to the day numerically corresponding to that day in the following month less a day.

ii. Leave shall be granted to a confirmed officer whose appointment is terminated for inefficiency.

iii. Where the period of service country for leave is less than one (1) year, leave shall be granted on a "pro-rata" basis.

iv. The grant of leave shall be so arranged as to run concurrently with the notice and to expire if possible, on the same day as the notice.

v. A confirmed officer whose appointment any steps taken to dismiss any officer for misconduct, but no officer shall be dismissed under this regulation until he lias been given an opportunity of submitting representations through the Head of Division concerned to the Board or the chairman and until such representations have been considered by the Board or by the Chairman as the case may be.

(5) No notice or salary in lieu of notice shall be given to any officer dismissed for misconduct, but dismissal take effect from the date on which the officer concerned is officially notified that he has been dismissed.

(6) If the officer concerned seeks to evade official notification of his dismissal or it has been impossible to effect personal service, the effective date of his dismissal shall be:-

a. The date upon which he is served the notification of dismissal even to his record the address, even though the officer concerned doesn't himself receive or acknowledge receipt of such delivery or

b. The date of posting if the notification of dismissal is posted to the last known or normal address of the officer.

(7) An officer dismissed for misconduct shall not be eligible for leave free transport.

(8) An officer dismissed for misconduct shall be disqualified from the award of any gratuity ex-gratia payments or retiring benefits whatsoever.

Regulation 88 further states that an officer who has been dismissed or disciplined or has his appointment terminated under regulations 80, 81, 82, 84 or 85 and who is subsequently acquitted on criminal charges arising shall not by reason of his acquittal be entitled to any compensation or have such dismissal or disciplinary action annulled, reviewed or varied. It should be noted that the powers of terminating or dismissing any erring staff is in the hand of the headquarter, while the District Manager is given the responsibility of recommending any officer that is found wanted

Level of Production (performance) in City District Water Board

As earlier stated, the primary objective of Water Board is to supply potable water for domestic, commercial and domestic activity. Thus, the management report on litres in millions of water produced from 2009 to 2011 showed that, a total of 8231 million litres were produced in 2009 with an average of 685.9 million litres, in 2010, 2479.6 million litres were produced with an average of 206.63 million litres, and in 2011, 562.083 million litres were produced with an average of 46.84 million litres.

Specifically for the period of 2011, the trends of monthly production are presented below:

Table 2: Trends of litres of Water production (in millions) to city, Gaskiya and Kofan Doka from Jan to Dec 2011.

Month	City	Gaskiya	K/Doka	Total	Monthly Average	Power loss	Average Power loss
Jan	NA	NA	NA	NA	NA	NA	NA
Feb	NA	NA	NA	NA	NA	NA	NA
Mar	64.58	19.14	-	83.72	2.79	-	-
April	-	-	-	-	-	-	-
May	66.0	-	-	66.0		-	-
June	55.0	22.29	-	77.26	2.58	-	-
July	81.2	33.24	-	114.43	3.81	378.70	12.623
Aug.	NA	NA	NA	NA	NA	NA	NA
Sept.	79.33	31.525	-	110.860	3.695	328.87	11.34
Oct.	45.18	18.42	-	63.60	2.1	558.71	18.0
Nov.	47.15	20.84	28.33	96.32	3.44	444.71	14.82
Dec.	80.91	28.89	18.54	128.34	4.14	464.73	14.99

Source: Management Report Zaria Old works, Kaduna State Water Board Zaria.

The table above represented the level of production in million litres of water produced. The production level hardly reaches the standard Suggested by the world Health organization (WHO) and the consumption standard of the Board. For instance,

- Urban areas should produce 120 litres per capita per day to be served by full reticulation and consumers' premises connection.
- Semi – urban areas as 90 litres per capita per day with reticulation and limited or full house connections.

- Rural areas as 30 litres per capita per day from stand pipes preferably within 250 metres, serving about 250 persons and peri-urban areas as at least 60 litres per capita per day with reticulation and limited or full house connections.(see appendix V for details)

Problems of City District Water Board

Some of the challenges facing City District Water Board are as follows:

a. **Inadequate Funds**

Lack of sufficient funds has been a major bane to the effective performance of the Board in the provision of adequate and regular water supply. Usually, it has to partly depend on government subvention which is inadequate.

b. Poor Infrastructural Facilities

Most of the facilities of the Board are obsolete that suffered lack of proper maintenance, particularly at the water work (plant) site where the pumping of water is carried out.

c. **Epileptic Power Outage**

Lack of constant supply of water negatively affects the Board in regular pumping of water. This forced it to resort to the use of generator, which for financial implication is not allowed to be on, at all the time and its maintenance is costly.

d. **Insufficient Skilled Personnel**

Considering the population of Zaria City and the accompanied demand for water, the total number of one hundred and five (105) staff is inadequate for effective operation, though if the requisite facilities are made available, it would have been possible for the small number to effect the operational activities of the Board.

4.3 **Historical background of Sunseed Nigeria Limited**

Sunseed Nigeria PLC (Sunseed Nigeria limited) is a subsidiary of Kewalram Chanrai Group. The group has been in Nigeria for more than fifty (50) years engaging in both manufacturing and trading, and has eight (5) registered companies in Nigeria. These are Affcott Nigeria PLC, Afprint Nigeria PLC, Sunseed Nigeria PLC, Sping Field Agro Limited, Kewalram Nigeria Limited, Chanrai Nigeria Limited, Olam Nigeria Limited and Redington Nigeria Limited. The group has interest in manufacturing agro commodities, international trade and

property development. It employs over 10,000 peoples and has an annual turnover of US 2.2 Billion Dollars.

However, Sunseed Nigeria Limited is located at Dakace, Zaria Jos road in Zaria, Kaduna State. The company came into being in December 1997. Civil works for the (company) project actually commence in February 1997. By December same year all plants had been commissioner, setting a record for the shortest commissioning time for a project of its size in the group. Most of its facilities or machineries were sourced in India, imposing a lead-time of 3 – 6 months for delivery of machineries. Sunseed Nigeria is made up of three (3) major sections namely: an out-grower programme, a ginnery and an oil mill.

An out-grower programme section encourages small-scale farmers to grow cotton. Peasant farmers are supplied with seeds, technical know-how and other necessary inputs for growing cotton.

The Ginnery is a processing section where the cotton from the out grower programmes and other cotton sourced from merchants undergoes a process known as ginning to produce lint and cotton seed. The Ginnery usually runs from September to June on yearly basis with install capacity of 200mt seed cotton.

The oil mill is the section where oil seeds are processed to produce vegetable oil and de-oil cake as animal feeds. It has an installed capacity of crushing 250mts of oil seed per day.

Finally, the trends of staff strength of Sunseed Nigeria Limited, from 2005 to 2011 are presented below. But out of the number, more than 100 for each of the years covered were staff without offer of appointment but under watch for future appointment as casual workers..

Table 4.1 Staff strength of Sunseed Nigeria Limited: 2005 and 2011

Department	2005	2006	2007	2008	2009	2010	2011
Oil mill	183	180	183	179	185	167	198
Ginnery	34	33	32	34	33	32	35
Extension	20	21	21	20	20	20	21
Total	237	234	236	233	238	210	254

Source: Extracted from personnel record Sunseed Nigeria Limited, 2012.

4.3.1 **Objectives of Sunseed Nigeria Limited**

Generally, Sunseed Nigeria Limited was established as a private oriented organisation with a view to make profit. However, other specific objectives are as follows:

(a) To promote Agro-allied investment by producing agriculture related products.

(b) To provide raw material for textile industries and inputs for animal consumptions.

(c) To complement public sector effort in the provision of employment to the local community.

(d) To ensure the continuity of its operations through effective and efficient management of scarce resources.

(e) To achieve other specific objectives that may aid its production process and capacity in relation to the production of oil-cake, oil etc.

4.3.2 **Organisation Structure of Sunseed Nigeria Limited**

The structure is constituted by the General Manager, Administrative Manager, Chief Accountant, Secretary, Marketing Manager, Technical Manager (i.e. first category). The production manager, quality control manager, sales manager, purchasing ware-house manager and accountant constitute the second category. Third is the supervisors and foreman and finally, the clerical/factory workers. However, the organisation structure is presented below:

4.3.3 **Function of Departments in Sunseed Nigeria Limited**

Sunseed Nigeria Limited is a system that has sub-systems in forms of departments or units, working interdependently to fast-track the realization of its set goal, mainly for profit making. However, to ensure the achievement of such goal the factory is broadly divided into five (5) major departments each, with its constituent subsidiaries or units pursuing one common objective on functional basis. These include – works department, Engineering department, financial department, marketing department and Administrative department. But at the apex we have the General Manager.

General Manager

At the apex of the factory/organisation is the General Manager who oversees the activities of all other units. He ensures proper coordination of the existing departments and or functional units to facilitate harmonious co-existence and workers organization integration.

Works Department

This is headed by works manager (Rajeeve Kumar as at 2012) who is assisted by the production manager. Their role is to ensure the effective and efficient resources, ranging from human and equipment in order to need production schedule at a specified level of production. To achieve this and maintain quality of products, a quality manager is there to be assisted by the chemist, extraction in charge, refinery in charge and other supervisors and operators.

Engineering Department

This is headed by the chief engineer (i.e. Panmil Challuvam as at 2012) to ensure the maintenance of machines and equipment for the purpose of achieving quality job and to minimize the cases of breakdown of machines.

However, he is assisted by the electrical engineer and other electricians, maintenance manager and workshop staff, boiler in charge, power house in charge, fire safety in charge and other supervisors and operators.

Thus, they deal with the technical aspect of the works of the factory to ensure that all necessary tools and machines supporting the production processes are in good shape and condition.

Financial Department

This is headed by financial controller (i.e. Rakesh Rawat as at 2012), and under him Accounts manager, I. T. manager, procurement manager, MHD manager and Transport Manager. The department is saddled with the responsibility of keeping all financial records and reporting all monetary transactions to the general manager. It also ensures the payment of staff wages and salaries and others that have to do with providing statement of account among others.

Marketing Department

This is headed by a marketing manager (i.e. Rajeeve S. Kumar, as at 2012) who oversees activities involving planning and implementation of the marketing and sales programme as well as proper co-ordination of all marketing units. The factory had four (4) marketing managers in four (4) places like – Benin, Lagos, Keffi and Ibadan.

Administration Department

The administrative manager (i.e. Musa Abdullahi, as at 2012) with the assistance of others deals with issues concerning personnel matters and records. These include, staff welfare, discipline and disciplinary issues among others. He is assisted by the Time officer, Administrative secretary and look at the aspect of security, hence, supported by security contractor, security supervisor and security supervisor and security Guards.

Finally, the activities and responsibilities of the departments above revolved around the operation of the factory in three (3) different angles. These include:-

i- **Extension Service**

This has to do with out-grower programme which involves providing technical knowhow and necessary input such as the use of tractors for plugging, harrowing, ridging as well viable seeding of cotton, fertilizers and chemicals etc.

ii- Ginnery

It processes raw cotton to separate lint and seed from cotton seed. The lint is being sold to pharmaceutical companies, clinics and hospitals as the demand arises. Part of the seed are kept and sold to farmers as soon as the rains start, while the remaining is sent to the oil mill for processing.

iii- Oil Mill

It process cotton seed to produce edible vegetable oil and defiled cake for animal cake. Refined oil is produced and sold locally in Zaria, Kano, Maiduguri and Lagos.

4.4 Disciplinary Measures and Procedures in Sunseed Nigeria Limited

The Sunseed Nigeria limited provides its own lay down rules and regulations to govern its operations and the conduct of its own staff.

Nevertheless, an act of misconduct and inefficiency in the organisation depict any act that jeopardizes the effectiveness of the factory in attaining its own goal. Misconduct in this regard means misdemeanor ranging from late coming, theft, exposing the secret of the organisation, distorting information and the likes, while inefficiency deals with poor input-output relation, when a staff becomes redundant, performing below average comparably to his or her previous performance etc.

However, a comprehensive list of an act of misconduct and offences as contained in the organisation document are presented below.

Misconduct and Offences

a. Acts causing or liable to cause damage to the company's property and/or staff either willfully or through neglect, also compromising by his actions, the image and good name of the company will receive dismissal.
b. Act of insubordination and refusal to obey whether alone or in combination with others, a reasonable order from a superior will attract warning for the first time, suspension for the second time and termination for the third time.
c. Attempted theft or fraud, or any other act of dishonesty in connection with the company's business or property will attract dismissal.
d. Sleeping on duty, continuous absenteeism, gambling or drinking in the company's premises will earn termination of appointment.
e. Breaking otherwise disobeying the company's safety regulations will be dealt with as described under (b).

f. Engaging in fighting or other riotous or immoral behaviour in the company's premises will attract dismissal.
g. Falsification or misrepresentation of personal data will attract termination of appointment.
h. Threatening or intimidating a fellow worker will be suspension for the first time and dismissal for the second time and dismissal thereafter.
i. Trafficking in or use of drugs on the company's premises (this offence will involve police action) will attract dismissal.
j. Clocking IN/OUT for another employer will attract termination.
k. The employee is expected to treat as strictly confidential on a need-to-know basis any information regarding the company's business, which he/she has acquired in the course of his duties. Any breach of offence will automatically result in loss of job by termination.
l. Holding meetings in the company's premises without prior permission of the company will be dealt as per (b).
m. Removing, defacing or damaging notices posted by the management on any Notice Board or elsewhere, and from distributing unauthorized documents will be dealt as per (b).
n. Using the company's telephones, vehicles, machines, tools, equipment, stationery or other property otherwise than for the company's business and on proper authority will be dealt with as per (b).
o. Engaging in any paid occupation other than work for the company while in its service will attract suspension.

Types of Disciplinary measures and procedures

Depending on the nature of offence committed by a staff, disciplinary measures in Sunseed Nigeria limited specifically include thus:

a. Query
b. (Verbal) Warning
c. Written warning

d. Suspension

e. Termination

f. Dismissal

a. Query

Though this may not be a disciplinary measure or penalty perse, in Sunseed Nigeria limited, (and other organizations) it is a sign indicating that an officer has done something wrong that called the attention of the management. Thus, it is the duty of any staff holding a supervisory post to report any employee whose work or conduct he/she considers to be a breach of the company's terms and conditions of employment. Charges against such staff will be clearly and concisely set out in simple language in writing.

And, on receipt of the report the administration manager will examine the case and if appropriate to act will prepare and serve a query to the employee concerned, through his/her Head of Department on account of what was reported by the Head of Department.

On the other hand, the queried employee will address his/her reply through his/her Head of Department within two working days. It should be noted that failure to reply is not an offence but will be regarded as admission of the charge and disciplinary measure deemed fit for the offence would be applied. The Head of Department will make his/her comments on, the representation, based strictly on issues raised in the query vis-à-vis the answers given and sent to the Administration manager who will apply the necessary disciplinary measures.

b. Warning

This can be regarded as the least measure used by supervisors and more importantly managers to call the attention of factory workers against any wrong doing or dissatisfied behaviour being exhibited by such officer. Thus, an offence regarded by the company to be less serious than those justifying. Summary dismissal/instant termination shall be the subject of a warning in writing. Each warning shall be recorded in the offender's personal file and the third (3rd) warning will be regarded as the final warning. Any offence committed after a final warning shall lead to termination of appointment of the staff.

c. Suspension

If an employee is suspected for any criminal offence or serious misconduct, he will be suspended from duty for a period of not less than one month during which investigations shall be conducted. During the period of suspension, the employee shall be paid half of his basic salary and full housing and transport and medical allowances. If after investigations, he/she is exonerated, he shall be recalled to his normal job with no loss in any way. If found guilty of the offence, he would be terminated and handed over to the police, if case is established to be criminal related an employee on suspension whether with half pay or without pay will not be permitted to enter the company's premises during the period of suspension without the prior approval of the Administration manager.

However, this is intended to ensure that the investigation procedure was not interrupted with the presence of the staff.

d. Termination and Dismissal

When the factory considered it necessary to end the service of a factory worker or staff, his appointment may be terminated or he will be dismissed because of his threat to the corporate existence of the business in its quest to achieve its goals (make profit).

Thus, termination and dismissal are the last resort of the (any) disciplinary process. And, persistent breaches of laid down rules however, will be treated in accordance with the employee's previous records.

Finally, act of misconduct or offences leading to termination and or dismissal are stated categorically under misconduct and offences (subheading).

Level of Production (performance) in Sunseed Nigeria

The factory (Sunseed) is owned by Indians who choose the best site of Dakace as location for growing cotton, source raw materials and engage in extension service for farm made product and exportation of lint and de-oiled cake. These made Sunseed one of the greatest factories in Nigeria. The factory has the production capacity as follows:

Lint ---------- 15,000 tons

Vegetable oil ---------- 13,000 tons

De-oiled cake ---------- 33,000 tons

However, the ginnery as at 2010 has an installed capacity of 200mt of seed cotton per day and more than 90% of this is being achieved. Eighty percent 80% of the labourers engaged in the ginnery are from neighbouring community. The ginnery by – products are traded locally for domestic use.

In the oil mill section, many types of oil seed ranging from cotton seed, groundnut, sesame and soya beans are processed batch by batch in order to produce vegetable oil and de-oiled cake. It has installed capacity of 250mts of oil seed per day and the section is achieving 80% of the installed capacity. The section has offices in almost all the oil seed production areas in Nigeria for procurement of the seed and for sales of its end product (vegetable oil and de-oiled cake) it by-products include – husk use for cows/goats feeds, linters use for local mattress and cushions, and soap stock use for making detergents.

Problems of Sunseed Nigeria Limited

a. **Uncertainty of the Market**

   The factory is facing the problem of risks and uncertainty in its operation considering the vulnerability of the market and the need to withstand competition.

b. **Cost of Running Generators**

   The factory has to resort to the constant use of generator due to epileptic power outage. This is necessary particularly in the aspect of oil mill. Thus, this added to its cost of production.

c. **Labour Turnover**

   The factory over the years have witnessed labour turnover (in and out) due to many reason. This affects production in one way or the other.

d. Poor Road network

   The road that link the factory to the main road is in dilapidated condition, with multiple potholes. This brings dissatisfaction particularly among the drivers conveying goods to other part of the country.

Finally, the factory as a business oriented organisation is committed on the need to fulfill its social responsibility; particularly to the Dakace Community that are posed to the threat of pollution (environmental and water).

CHAPTER FIVE

DATA PRESENTATION AND ANALYSIS

5.1 Data presentation

This chapter focuses on data presentation and analysis, concerning the study on "Impact assessment of disciplinary measures on staff performance in Kaduna State Water Board (City District) and Sunseed Nigeria Limited Zaria – Kaduna State. Thus, attempt would be made in presenting and analyzing data to cover and capture the research questions, objectives and the two (2) hypotheses for the study with a view of deducing and evolving the major findings of the study, which serve as a basis for our conclusion and the proffered recommendations.

However, as earlier stated in chapter one under methodology, one hundred and five (105) respondents were randomly selected to constitute the sample. Thus, the rate of returns of the questionnaires administered is presented below.

5.1.1 Rate of Returns of Questionnaire

The table constitutes number of questionnaire administered, number returned and rates of those duly completed.

Table 1: Rate of Returns of Questionnaire

No Administered	No of Returns	No of Duly Completed	Percentage of duly Completed
105	91	86	81.9

Source: Researcher, 2013.

From the table above, 105 questionnaires were administered to both senior and junior staff and a few selected casual workers. Of the total administered, ninety one (91) representing 86.6% were returned, while eighty six (86) representing 81.9% were duly completed. Therefore, the eighty six (86) duly completed would serve as our basis for subsequent responses to questions that would facilitate the testing of the two (2) hypotheses.

This sub-section covers the presentation of data concerning respondents' bio-data (personal data) and data related to the two (2) hypotheses for the study.

5.1.1 **Bio-Data of Respondents**

5.1.1.1 **Gender of Respondents**

Respondents were asked to indicate their gender.

Table 2: Gender of Respondents

Respondents	Frequency	Percentage
Male	71	82.6
Female	15	17.4
Total	86	100

Source: Researcher, 2013.

From the table above, it is shown that 71(82.6%) of the total respondents were male while the remaining 15(17.4%) were female. This may not be unconnected with the nature of activity in the two study area, whereas most of the female working with ginnery has works seasonally, while works at the plants were mainly done by male counterparts.

5.1.1.2 Marital **Status of Respondents**

Respondents were asked to indicate their present marital status.

Table 3: Marital Status of Respondents

Respondents	Frequency	Percentage
Married	73	84.9
Single	13	15.1
Divorced	-	-
Separated	-	-
Total	86	100

Source: Researcher, 2013.

From the table above, 73(84.9%) of the respondents are married, while 13(15.1%) are single, but none indicated being divorced or separated. Thus, majority of the respondents have a family to feed and cater for.

5.1.1.3 Nationality **of Respondents**

Respondents were asked to state their nationality.

Table 4: Nationality of Respondent

Respondents	Frequency	Percentage
Nigerian	84	97.7
Expatriate	2	2.3
Total	86	100

Source: Researcher, 2013

From the table above, 84 (97.7%) of the total respondents were Nigerians, while only 2(2.3%) were expatriate and part of the owners of the company (i.e. Sunseed Nigeria Limited). But, none from City District Water Board indicated being a foreigner. The two foreigners are Indians who oversee the operation at Sunseed Nigeria Limited to ensure compliance.

5.2.1.4 Age **of Respondents**

Respondents were asked to state their age.

Table 5: Age of Respondents

Respondents	Frequency	Percentage
18 – 25	16	18.6
26 – 33	28	32.6
34 – 41	23	26.7
42 above	19	22.1
Total	86	100

Source: Researcher, 2013

From the table above, 16(18.6%) of the respondents were between 18-25 year old, 28(32.6%) were between 26–33 years old, 23(26.7%) between 34 – 41 years' old and the remaining 19(22.1%) were between the range of 42 years and above.

5.2.1.5 **Highest Educational Qualification**

Respondents were asked to state their highest educational qualification.

Table 6: **Highest educational qualification**

Respondents	Frequency	Percentage
PHD/Masters	7	8.1
Degree/HND	14	16.3
NCE/DIP/ND	28	32.6
Pre NCE/ND/Cert.	3	3.5
SSCE	26	30.2
Primary Cert.	8	9.3
Total	86	100

Source: Researcher, 2013

From the table above, only 7(8.1%) of the total respondents obtained at least Master's Degree, 14(16.3%) obtained either Degree or HND, 28(32.6%) have NCE/DIP/ND, 3(3.5%) obtained pre NCE, Pre ND, or Certificate, 26(30.2%) have senior secondary certificate examination, while the remaining 8(9.3%) obtained primary certificate and are mostly casual workers. It was expected that the higher the qualification, the more one understands the nature of discipline and disciplinary measures and procedures.

5.2.1.6 Working **Experience of Respondents**

Respondents were asked to state for how long they have been on the service of their organisations.

Table 7: **Working experience of Respondents**

Respondents	Frequency	Percentage
1 – 5 years	17	19.8
6 – 10 years	27	31.4
11 – 13 years	28	32.6
16 and above	14	16.3
Total	86	100

Source: Researcher, 2013

From the table above, 17(19.8%) of the respondents have been on the service of their respective organization for 1 – 5 years, 27(31.4%) for 6-10 years, 28(32.6%) for 11-13 years and only 14(16.3%) spent 16 years and above. One fact is that Sunseed Nigeria Limited was established in 1997 (i.e. about 16 years) and City District fragmented from former Zaria Water Board in 1994 (i.e. about 19 years). Also, the more the years in service, the more the experience and expectation in maintaining good attitude to work.

5.2.1.7 **Category or Rank of Respondents**

Respondents were asked to indicate their present category.

Table 8: **Category or Rank of Respondents**

Respondents	Frequency	Percentage
Senior	13	15.1
Junior	64	74.4
Casual	9	10.4
Total	86	100

Source: Researcher, 2013

From the table above, 13(15.1%) of the total respondents were of senior category, 64(74.4%) junior category, 9(10.4%) casual staff and 2(2.3%). This categorization is essential because there are certain questions on the disciplinary measures reserved for senior staff (Head of Departments etc.), likewise others for junior staff. This is going by the fact that, both organisation have division of labour with hierarchy on the basis of span of control.

5.2.2 **Related to Hypothesis one: Discipline and the effect on staff morale and performance**

It features responses (data) related to the hypothesis one mentioned above, taking into cognizance the operational definition of the independent and dependent variables.

5.2.2.1 Understanding **of Discipline**

Respondents were asked to select the meaning of discipline they are familiar with

Table 9: **Understanding of discipline**

Respondents	Frequency	Percentage
Adherence to rules and regulations	16	18.6
Punishment	25	29.1
To correct from mistakes	18	20.9
All of the above	27	31.4
Others	-	-
Total	86	100

Source: Researcher, 2013

From the table above, 16(18.6%) of the total respondents understand discipline to mean adherence to laid down rules and regulations and other extant rules, 25(29.1%) see it as punishment (disciplinary measure), 18(20.9%) as correcting mistakes the remaining 27(31.4%) looked at it to encapsulate adherence to rules and regulations, punishment and correcting mistakes. Therefore, discipline is regarded by many to mean both compliance to laid down rules and punishing offences.

5.2.2.2 **Discipline as adherence to rules and regulations and performance**

Respondents were asked to determine the extent to which discipline as adherence to rules and regulations enhance performance.

Table 10: **Discipline as adherence to rules and regulations and performance**

Respondents	Frequency	Percentage
Very high	18	20.9
High	45	52.3
Don't know	8	9.3
Low	9	10.5
Very low	6	7
Total	86	100

Source: Researcher, 2013

From the table above, 18(20.9%) of the total respondents stated that the extent to which discipline as adherence to rules and regulation enhance performance (Ceteris paribus) is very high, 45(52.3%) said is high, 8(9.3%) don't know, 9(10.5%) low and the remaining 6(7%) ranked it to be very low. With rules and regulations being adhered to, it is expected that workers would put in their best to perform. In table 10 above, majority of the respondents (73.2%) believed that the extent to which discipline as adherence to rules and regulations enhance performance is very high. Other things being equal, (funding, welfare etc.) Punctuality to work, team work, and subordination of personal interest to the general interest are factors influencing individual and by extension group working together in one way or the other. But, from observation and interview conducted, workers particularly in City District Water Board do not report to work early, while some of them on the work place were busy chatting, but the reverse is the case in Sunseed Nigeria Limited where everyone is up to his task with a register open for signing in and out.

5.2.2.3 **Discipline as punishment and the Effect on morale and performance**

On the other hand, respondents were asked whether they agree, that punishment affect morale and performance.

Table 11: **Discipline as punishment and the effect on morale and performance**

Respondents	Frequency	Percentage
Strongly agree	12	14
Agree	18	20.9
Undecided	11	12.8
Disagree	29	33.7
Strongly disagree	16	18.6
Total	86	100

Source: Researcher, 2013.

From the table above, 12(14%) of the total respondents strongly agreed that discipline as punishment affects staff morale and performance, 18(20.9%) agreed, 11(12.8%) didn't decide, 29(33.7%) disagree, while the remaining 16(18.6%) strongly disagreed. Some of the respondents stated that after inflicting minor punishment like warning and suspension with half pay employees behaviour improves.

5.2.2.4 **Discipline Morale and Performance**

Respondents were asked to indicate how discipline as punitive measure affects morale and performance.

Table 12: **Discipline, Morale and Performance**

Respondents	Frequency	Percentage
Very positively	21	24.4
Positively	8	9.3
Don't know	6	7
Negatively.	26	30.2
Very negatively	26	30.2
Total	86	100

Source: Researcher, 2013

From the table above, 21(24.4%) of the total respondents believed that discipline as punishment affects morale and performance very positively, 8(9.3%) said positively, 6(7%) didn't know the nature, 26(30.2%) said it has a negative effect, the remaining 25(29.1%) said very negatively. Those that went for negative effect myopically see discipline as having negative effect on morale and performance, with resentful effect that which by extension affects the performance of erring staff. On whether discipline as punishment affects morale and performance in table 11 above and the nature of effect in table 12,34.9% agreed it affect morale and performance, while 60.4% (in table 12 above) believed that the effect is negative. While majority of the staff in Sunseed Nigeria limited believed that discipline as punishment do not

affect morale and performance, even if it does the effect is positive. Because for heads of departments to punish offenders, it motivate others in putting their best in the discharge of their daily responsibilities while, majority of the respondents in City District believed that discipline as punishment affects morale and performance negatively, because some misconceive it as strictness, form of dislike. This may be not unconnected with the way and manner one was initially employed based on loyalty, and the inconsistent application of the disciplinary measures.

5.2.2.5 **Conformity to established rules**

Respondents were asked on how they conform to the established rules and regulations.

Table 13: **Conformity to established rules**

Respondents	Frequency	Percentage
Willingly	62	72.0
Forcefully	20	23.3
Can't say	4	4.7
Total	86	100

Source: Researcher, 2013

62(72.1%) majority believed that employees conformed to established rules and regulations willingly, 20(23.3%) said the use of force made them to adhere to laid down rules and regulations. But, 4(4.7%) remained indifferent as to how workers conform to established rules and regulations. In table 13, 72% of the respondents willingly adhered to laid down rules and regulations, while 23.3% have to be forced. And, by supplementing with observation and interview, it was indicated that those willingly conform to the established rules do so because any breach of them attract punishment irrespective of whom one is, that is, with majority from Sunseed Nigeria Limited, while others with other interest of theirs have to be forced for compliance.

5.2.2.6 **Early report to work**

Employees were asked on whether they reported to work early and waited till official closing hours.

Table 14: **Early report to work**

Respondents	Frequency	Percentage
Strongly agree	32	37.2
Agree	27	31.4
Can't say	8	9.3
Disagree	8	9.3
Strongly disagree	11	12.8
Total	86	100

Source: Researcher, 2013.

From the table above, 32(37.2%) strongly agreed that employees reported to work early and waited till official closing hours, 27(31.4%) Agree, 8(9.3%) couldn't say specifically, 8(9.3%) disagree while the remaining 11(12.8%) strongly disagree. As whether employees report to work early or not, some few senior members of staff were interviewed to confirm the responses from questionnaire. In Sunseed Nigeria limited, workers are said to report as early as possible because the same heads of the various departments and supervisory officers do same. But, some of the staff interviewed, particularly from the commercial department in city district water board opined that lateness has been the order of the day, a case in point is a junior staff that was absent for twenty seven (27) days. Some developed the habit because the supervisors or heads hardly frown at late coming. This can be related to how dedicated employees are to their duty.

5.2.2.7 Staff **dedication to duty**

Staff particularly management (senior) were asked on how dedicated employees are to their duty.

Table 15: **Staff dedication to duty**

Respondents	Frequency	Percentage
Very dedicated	19	22.1
Dedicated	49	57
Don't know	12	14
Non-dedicated	14	4.7
Very non-dedicated	2	2.3
Total	86	100

Source: Researcher, 2013.

From the table above, 19(22.1%) of the respondents believed that staff were very dedicated, 49(57%) said dedicated, 12(14%) didn't specify, 4(4.7%) non-dedicated and 2(2.3%) went for very non-dedicated. But, supplementing this with observation technique showed that most of the members of staff particularly in City District Water Board were not that dedicated but busy discussing politics and other trivial issues.

5.2.3 **Related to Hypothesis Two: Application of disciplinary measures and procedures and effect in commitment of act of indiscipline.**

This subsection features responses as regards the second hypothesis for the study. But, before presenting the data on the responses of respondents, the trends of disciplinary measures (secondary data) in the two study areas from 2005 to 2011 are presented thus:

Table 16: **Trends of disciplinary measures in Kaduna State Water Board Zaria, City District from 2005 – 2011.**

Year	Query	Written warning	Suspension	Termination	Dismissal	Total
2005	3	3	1	Nil	Nil	7
2006	-	-	-	-	-	-
2007	1	2	-	-	-	3
2008	1	1	1	-	1	4
2009	-	-	-	-	-	-
2010	3	2	-	Nil	1	6
2011	1	-	-	-	-	1
Total	9	8	2	-	2	21

Source: Administration office Kaduna State Water Board, Zaria. 2012

Table 17: **Trends of Disciplinary measures in Sunseed Nigeria Limited: 2005 – 2011.**

Year	Query	Written warning	Suspension	Termination	Dismissal	Total
2005	-	-	-	-	-	-
2006	Nil	Nil	-	Nil	Nil	-
2007	2	Nil	1	Nil	Nil	3
2008	3	Nil	1	Nil	Nil	4
2009	1	Nil	-	Nil	Nil	1
2010	4	1	-	Nil	Nil	5
2011	2	1	-	Nil	Nil	3
Total	13	2	2	Nil	Nil	17

Source: Sunseed Nigeria Limited, Administration officer (personnel record) 2012.

From the table 16 and 17 above, it is shown that in City District Water Board the Number of queries from 2005 to 2011 stood at 9(42.9%), written warning of 8(38.1%), suspension of 2(9.5%), and dismissal of 2(9.5%) staff respectively.

While for Sunseed Nigeria Limited, the number of queries for the same period stood at 13(76.5), written warnings of 2(11.8%), suspensions of 2(11.8%) but there was neither termination nor dismissal for the whole period. This might be connected with the aftermath of the termination of appointments of several staff that engaged in theft and other indisciplinary act in 1998/1999, which triggered in taking strict pre-disciplinary measures in Sunseed Nigeria limited 'and the fact that strict precautive measures are put in place.

For Kaduna State Water Board Zaria, City District, despite the trends of disciplinary measures indicated above, rules and regulations are broken with impunity as a result of many factors ranging from dereliction by superior officers to initiate and ensure disciplinary measures is being taken against erring staff etc.

5.2.3.1 **Awareness of disciplinary measure and procedures**

Respondents were asked whether they were aware and familiar with the organisational disciplinary measures and procedures.

Table 18: **Awareness of disciplinary measures and procedures**

Respondents	Frequency	Percentage
Very aware	15	17.4
Aware	57	66.3
Can't say	9	10.5
Unaware	4	4.7
Very unaware	1	1.2
Total	86	100

Source: Researcher, 2013.

From the table above, 15(17.4%) said they were very aware of the existing disciplinary measures and procedures, 57(66.3%) were aware, 9(10.5%) couldn't specify, 4(4.7%) unaware and only 1(1.2%) was very unaware. But observation have it that majority doesn't understand what the rules are, what makes their violation and steps involved in punishing offenders. However, though table 18 above shows that 83.7% said to be aware of the measures and procedures, but observations and few interview conducted showed that the two organisations hardly distributed or provided handbook to employees; rather the rules are sometimes communicated to them verbally. This case mainly affected the junior staff, specifically casual workers. And going by the level of education of the respondents where majority obtained secondary cert. or pre ND, NCE, and lack of periodical workshop, many break rules and regulation with ignorance, though others do same willingly.

5.2.3.2 General **Opinion Concerning Disciplinary measures**

Respondents were asked to categorically state it feelings about disciplinary measures or punishments.

Table 19: **General Opinion concerning disciplinary measures**

Respondents	Frequency	Percentage
Resentful	27	31.4
Corrective	35	40.7
Reference	9	10.5
Deference	8	9.3
Don't know	7	8.1
Total	86	100

Source: Researcher, 2013.

From the table above, 27(31.4%) of the respondents opined that the outcome of disciplinary measures is resentful, 35(40.7%) viewed it application as being corrective, 9(10.5%) saw it as reference, 8(9.3%) as deference, while the remaining 7(8.1%) remained indifference.

On the general opinion of respondents concerning discipline (punishment) 31.4% see it as resentful, hence negatively affecting their morale and performance, 40.7% see it as corrective because it is related to the laid down rules and regulations and aiming at deterring against future breaches, to reform offenders and ensuring compliance. Whatever effects disciplinary measures will have, sometimes it depends on one understanding on the measures, procedures and the consistency nature of it.

5.2.3.3 Drawing **the attention of staff**

Respondent's particularly junior staffs were asked whether their attention was drawn to any unimpressive behaviours of attitude of theirs.

Table 20: **Drawing the attention of staff**

Respondents	Frequency	Percentage
Strongly agree	25	29.1
Agree	39	45.3
Can't say	5	5.8
Disagree	11	12.8
Strongly disagree	6	7
Total	86	100

Source: Researcher, 2013.

From the responses on the table above, 25(29.1%) strongly agreed that their attention was drawn to an unimpressive behaviour by the head of departments or supervisory officers, 39(45.3%) agreed, 5(5.8%) couldn't say it categorically 11(12.8%) disagreed and the remaining 6(7%) strongly disagreed. Thus, 74.4% of the respondents as shown in table 20 above stated that heads of department drew the attention of junior staff on an unimpressive attitude as against 19.8% who disagreed. While majority of the respondents from Sunseed Nigeria Limited agreed with that, only few from City District agreed. However, the Heads of Departments with the exception of few hardly brought the attention of the junior ones to an unimpressive attitude,

hardly took time to educate and build up their subordinates. This failure constituted a breach of rule 04202 of the Public Service Rule which states that "it shall be the duty of every superior officer as soon as he observes any fault … to bring it to the officer's notice… with a view of improving the officer's efficiency in the service".

5.2.3.4 Consistency **in the application of disciplinary measures**

Respondents were sought to state how consistent the application of disciplinary measures was.

Table 21: Consistency in the application of disciplinary measures

Respondents	Frequency	Percentage
Very consistent	10	11.6
Consistent	15	17.4
Don't know	14	16.3
Inconsistent	27	31.4
Very inconsistent	20	23.3
Total	86	100

Source: Researcher, 2013.

From the table 21 above, 10(11.6%) of the total respondents see the application of disciplinary measures to be very consistent and in tandem with the disciplinary procedures, 15(17.4) view it as consistent, 14(16.3%) didn't rank it, 27(31.4%) viewed it as inconsistent, while the remaining 20 (23.3%) looked at it to be very inconsistent. Therefore, on the issue of consistency in the application of disciplinary measures, at most 54.7% of the respondents as featured in table 21 above said it is inconsistent. This often generates allegations of double – standards, victimization, and favourism by erring staff. It also negates McGregor's Red-Hot-Stove rule on discipline, which states that, just as a red-hot-stove burns everyone that touches it, supervisors or heads should always endeavor to ensure that they are consistent in administering discipline. For example, from an unstructured interview conducted in City District Water Board,

one employee was dismissed but later on re-instated due to influence from the headquarters, while the same board dismissed two (2) employees as at 2011. Also, this negatively affects the morale and performance of the hardworking ones who opted for the adherence of rules and regulations. Because, some of the respondents believed that effectiveness of disciplinary measures depend on proper application of disciplinary procedures (i.e. consistency, immediacy, impersonality and advanced warning).

5.2.3.5 **Effectiveness of disciplinary measures and objective application of disciplinary procedures**

Respondents were asked whether they agreed that effectiveness of disciplinary, measures depend on objective application of disciplinary procedures.

Table 22: **Effectiveness of Disciplinary measures and objective application disciplinary procedures**

Respondents	Frequency	Percentage
Strongly agree	20	23.3
Agree	32	37.2
Can't say	7	8.1
Disagree	12	14
Strongly disagree	15	17.4
Total	86	100

Source: Researcher, 2013.

From the table above, 20(23.3%) strongly agreed that for disciplinary measures to yield it desired result it must be anchored in proper application of disciplinary procedures that is consistent, immediate, and impersonal, 32(37.2%) agreed, 7(8.1%) couldn't say it, 12(14%) disagreed while the remaining 15(17.4%) strongly disagreed.

5.2.3.6 **Failure to apply disciplinary measures and procedures and indiscipline**

Respondents were asked on the extent to which failure by heads of department and supervisory officers to apply disciplinary measures and procedures has been responsible for the continual increase in indisciplinary act.

Table 23: **Failure to apply disciplinary measures and procedures and indiscipline**

Respondents	Frequency	Percentage
Very high	25	29.1
High	46	53.5
Don't know	3	3.5
Low	6	7
Very low	6	7
Total	86	100

Source: Researcher, 2013.

From the table above, 25(29.1%) ranked the extent to be very high, 46(53.5%) high, 3(3.5%) didn't know, similarly, 6(7%) ranked it to be low and the remaining 6(7%) very low respectively. This trends posed a threat to the continual survival of public organisation in particular (City district water board) where rules are broken with impunity. However, when asked on when do supervisory officers or heads derelict from enforcing disciplinary measure against erring staff. In Sunseed Nigeria limited, some respondents implied by saying that this occurred when friendly means have worked or when worker shows sign of improvement., but, in the case of City District Water Board (though as a semi-autonomous board) it was opined that Heads of Department/Sections derelict from enforcing disciplinary measures because of undue interference from superior officers or colleagues. Most of these are informed by primordial factors like favourism, tribalism and other loopholes. While some stay off action in recommending punishment, hence, making disciplinary measures ineffective in the long run.

These and other negative trends lead to the increase in indisciplinary act ranging from lateness, absenteeism, sabotage, theft, unguarded remark, insult etc. as supported by atmost

82.6% of the respondents in table 23 above. However, I was informed that "a junior staff insulted a former manager of the board and also called his bluff to initiate his dismissal, but at the end nothing has been done and the officer is still their".

5.3 **Data Analysis**

This sub-section characterizes the use of both descriptive and inferential statistical tools (i.e. highest mean score and chi-square) to test the two hypotheses for the study. This is by either accepting or rejecting the null hypothesis (Ho) and the further analysis (inferences) vis-à-vis the data presented in previous sub-section.

5.3.1 **Test of Hypothesis One**

The hypothesis states that:

Ho: Discipline does not affect staff morale and performance in Kaduna State Water Board Zaria and Sunseed Nigeria Limited.

Hi: Discipline affects staff morale and performance in Kaduna State Water Board Zaria and Sunseed Nigeria Limited.

Table 24: **Highest Means Score**

No of variables	Highest Means Score
10	73.2% agreed that discipline as adherence to rules and regulation enhance performance.
11	34.9% agreed discipline as punitive measure or punishment affect performance
12	33.7% Agreed discipline as punitive measure positively affects performance.
13	72.1% stated that employees adhere to rules and regulations willingly
14	68.6% agreed that staff report to work early to work…
15	79.1% agreed that employed were dedicated to their duty.
N=6	ΣP=361.5

$$\overline{X} = \frac{\Sigma p}{N} = \frac{361.5}{6} = 60.25$$

Where x = Average/mean score

ΣP = Sum of percentage

N = Number of variable

Decision

We accept null hypothesis (Ho) if the calculated mean score value is less than the 60% set as baseline or standard for taking any decision.

Based on the high mean score of 60.25 as against the 60 baseline, we reject the null hypothesis and accept the alternate hypothesis (Hi) which states that Discipline affects staff morale and performance in Kaduna State Water Board Zaria and Sunseed Nigeria Limited.

Chi-square (x^2) statistical tool

After using the highest mean score, the chi-square statistical tool is formally used to test the hypothesis using the variables in table 10 and table 11 with discipline as the independent variable and staff morale and performance as dependent variable.

Table 25: **Observed frequencies (hypothesis one)**

Discipline/Performance	Strongly agreed/very high	Agreed/high	Undecided	Disagreed/low	Strongly disagree/very low	Total
Adherence to rules and performance	18	45	8	9	6	86
Punishment and effect on performance	12	18	11	29	16	86
Total	30	63	19	38	22	172

Source: Researcher, 2013.

$$E = \frac{RXC}{E}$$ Where E = Expected frequencies

R = Row total

C = Column total

G =- Grand total

Table 26: **Expected frequencies (hypothesis one)**

Discipline/Performance	Strongly agreed/very high	Agreed/high	Undecided	Disagreed/low	Strongly disagree/very low	Total
Adherence to rules and performance	15	31.5	9.5	19	11	86
Punishment and effect on performance	15	31.5	9.5	19	11	86
Total	30	63	19	38	22	172

Source: Researcher, 2013.

Table 27: **Computation of X^2 Calculated Values**

O	E	O – E	$O – E^2$	$O – E^2 \div E$
18	15	3	9	0.6
45	31.5	13.6	182.3	5.8
8	9.5	-1.5	2.3	0.2
9	19	-10	100	5.3
6	11	-5	25	2.3
12	15	-3	9	0.6
18	31.5	-13.5	182.3	5.8
11	9.5	1.5	2.3	0.2
29	19	10	100	5.3
16	11	5	25	2.3
Total	$\Sigma O – \Sigma^2 \div E = 14.3$			

Source: Researcher, 2013.

In computing the degree of freedom we calculate thus:

V = (rows – 1) (columns – 1)

= (2 – 1) (5 – 1)

= 1 x 4

V = 4.

The value of cut – off points of χ^2 for four (4) degree of freedom from chi-square (χ^2) table at 0.05 level of significant is 9.49.

Decision and inferences of hypothesis one

From the computation in table 27 above, the χ^2 statistics (calculated value) of 14.3 is greater than χ^2 critical (tabulated value) of 9.49. Therefore, the null hypothesis (Ho) is rejected in favour of the alternate one (Hi) which states that:

Discipline affects staff morale and performance in City District Water Board and Sunseed Nigeria Limited.

Therefore, It can be inferred that human beings are naturally self centered and will always dislike any measures put in place to regulate their behaviours and by extension inflict punishment against them. Therefore, in the short run discipline as punishment affects the morale and performance of erring employee. While it gradually leads to improvement in performance, particularly if it was carried out effectively.

5.3.2 **Test of Hypothesis two**

The hypothesis states that:

Ho: Application of disciplinary measures and procedures does not affect commitment of act of indiscipline among staff

Hi: Application of disciplinary measure and procedures affects commitment of act of indiscipline among staff.

Table 28: **Highest means score**

No of variables	Highest Means Score
18	83.7% agreed that, they were aware of the existing measures and procedures.
19	72.1% agreed disciplinary measures to be either resentful or corrective.
20	74.4% agreed that heads of departments drew staff attention to an unimpressive behavior.
21	29% agreed on consistent application of disciplinary measures.
22	60.5% agreed that effectiveness of disciplinary measures depends on proper application of procedures.
23	82.6% agreed that failure to apply disciplinary measures and procedures lead to increase in indisciplinary act.
N=6	ΣP=402.3%

$$\overline{X} = \frac{\Sigma p}{N} = \frac{402.3}{6} = 67.1\%$$

Where x = Average/mean score

ΣP = Sum of percentage

N = Number of variable

Decision

We accept null hypothesis (Ho) if the calculated highest mean score value is less than the 60% set as baseline or standard for taking any decision.

Based on the average high means score 67.1% as against the 60% baseline we reject the hypothesis in favour of the alternate hypothesis (Hi) which states that "Application of disciplinary measures and procedures affects the commitment of act of indiscipline in City District Water Board and Sunseed Nigeria Limited, Zaria, Kaduna State.

Chi-square (χ2) Statistical tool

The chi-square is used to supplement the use of highest means score by considering the variables or elements in table 22 and table 23. The hypothesis has Application of disciplinary measures and procedures as independent variable with the commitment of act of indiscipline as dependent variable.

The chi-square statistical tool is denoted thus:

$$\chi 2 = \frac{0 - E^2}{E}$$

Where O = Observed frequencies

E = Expected frequencies

The χ^2 value obtained from the above formulae is compared with the value of χ^2 table for a given significance level (0.05) and number of degree of freedom (v).

Decision Rule

Accept null hypothesis (Ho) if χ^2 calculated value is less than χ^2tabulated (critical) to reject alternate one (Hi). But, reject Ho if χ^2 calculated value is greater than χ^2 tabulated (critical) value to accept Hi.

Table 29: **Observed frequencies (hypothesis two)**

Application of disciplinary measures, procedures / and indiscipline	Strongly agreed/very high	Agreed/ high	Undecided	Disagreed/low	Strongly disagree/very low	Total
Disciplinary measures, procedures	20	32	7	12	15	86
Failure to apply disciplinary measures and procedures & indiscipline	25	46	3	6	6	86
Total	45	78	10	18	21	172

Source: Researcher, 2013.

$$E = \frac{RXC}{E}$$ Where E = Expected frequencies

R = Row total

C = Column total

G =- Grand total

Table 30: Expected frequencies

Application of disciplinary measures, procedures and indiscipline	Strongly agreed/very high	Agreed/ high	Undecided	Disagreed/low	Strongly disagree/very low	Total
Disciplinary measures, procedures	22.5	39	5	9	10.5	86
Failure to apply disciplinary measures and procedures & indiscipline	22.5	39	5	9	10.5	86
Total	45	78	10	18	21	172

Table 31: Computation of $\chi 2$ calculated value

O	E	O – E	$O - E^2$	$O - E^2 \div E$
20	22.5	-2.5	6.25	0.28
32	39	-7	49	1.26
7	5	2	4	0.8
12	9	3	9	1
15	10.5	4.5	20.25	1.93
25	22.5	2.5	6.25	0.28
46	39	7	49	1.26
3	5	-2	4	0.8
6	9	-3	9	1
6	10.5	-4.5	20.25	1.93
Total	$\Sigma O - \Sigma^2 \div E = 10.54$			

Source: Researcher, 2013.

In computing the degree of freedom we calculate thus:

V = (rows – 1) (columns – 1)

= (2 – 1) (5 – 1)

= 1 x 4

V = 4.

The value of cut-off points of $\chi 2$ for four (4) degree of freedom from chi-square (χ^2) table at 0.05 (5%) level of significance is 9.49.

Decision and inference of hypothesis two

From the computation in table 31 above, χ^2 the statistics (calculated value) of 10.54 is greater than χ^2 critical value (tabulated value) of 9.49. Therefore, the null (Ho) hypothesis is rejected in favour of the alternate (Hi), which states that:

Application of disciplinary measures and procedures affects commitment of act of indiscipline

It can be inferred that in public and private organisation it is the effectiveness of disciplinary measures and procedures (other things being equal) that will help in reversing the trends of indisciplinary act among employees. This, in the long run will facilitate the attainment of the organisational goal. But failure to be consistent in the application of these measures where necessary leads to increase in the perpetuation of act like lateness to work etc. which in one way or the other affects performance.

5.4 Major Findings

From the data presented and analysed in relation to the test of the two hypotheses for the study, the following revelations are made.

First, it was revealed that the application of disciplinary and disciplinary measures against erring staff leads to low morale and poor attitude towards the performance of their work.

Secondly, it was discovered that the application of various forms of disciplinary measures used in Kaduna State Water Board (City District Zaria) and Sunseed Nigeria Limited like written warning, suspension, termination and dismissal was low in the two organizations. It was low in

Kaduna State Water Board (City District Zaria) because supervisors derelict from applying them due to godfatherism, nepotism and ethnicity, but low in Sunseed Nigeria Limited due to excessive monitoring of staff.

Thirdly, the study investigated that there is inconsistency in the application of disciplinary measures on erring staff in Kaduna State Water Board, (City District Zaria) which demoralizes and demotivates the conforming staff, while in Sunseed the level of consistency is satisfactory.

Fourthly, it was revealed that most of the subordinate in Kaduna State Water Board (City District Zaria) report to work late and engage in loitering from one office to another, while the staff of Sunseed Nigeria Limited report to work early because attendance register is always opened with strict adherence to it.

Fifthly, it reveals that attention of staff was not regularly drawn of an unimpressive behaviour in Kaduna State Water Board, (City District Zaria) while they are always informed of their unimpressive behaviour in Sunseed Nigeria Limited.

Sixthly, it was discovered that ineffective application of disciplinary measures and procedures particularly in Kaduna State Water Board (City District Zaria) is responsible to continual commitment of act of indiscipline like lateness to work, absenteeism, insubordination and other acts.

Finally, it was also found out that most of the staff of Kaduna State Water Baord (City District Zaria) are on permanent basis, while majority of staff of Sunseed Nigeria Limited are either on casual or contract basis, which is one of the factors why the rate of discipline is high.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Summary

The study is on impact assessment of disciplinary measures on staff performance in Kaduna State Water Board (City District) and Sunseed Nigeria Limited, Zaria, Kaduna State.

Every organisation either public or private was established to pursue a specific goal in order to ensure its justifiable existence, continuity and growth. Thus, it was expected that laid down rules and regulations would be followed appropriately. And, any breach informed the enforcement of disciplinary measures in order to reform defaulters and to frown at their unimpressive attitude.

But, the issue of staff indiscipline particularly in Public oriented organisation like City District Water Board has been an issue of concern. This has been manifesting itself in the form of lateness to work, absenteeism, insubordination, laxity at work and other related act. Effort at reversing the trends yields average result because disciplinary measures are usually inconsistent, not immediate, subjective and not accorded in the proper procedural steps, despite the fact that the organisation engaged in commercial activity with the aim of generating revenue. In the case of Sunseed Nigeria Limited, since the company is private oriented (i.e. profit oriented) and owned by expatriates (Indian's), the organisation, since 1998 (when some staff engaged in theft) frown at any indisciplinary act.

Thus, discipline and disciplinary issues negatively affect workers morale and performance. To some offenders, its resentful effect, negatively affects performance, while the educated ones among them sees it as corrective measure that improves their performance after enforcing less severe disciplinary measures like verbal warning on them. It is the process, nature and approach that determine how effective disciplinary measures are, to yield their intent aim.

6.2 Conclusion

Conclusively however, though indiscipline just like the concept of conflict is inevitable (particularly minor ones) among human beings, the ways the trends manifest have been

worrisome, particularly in public sector organisation, while in the private sector many see the strictness in the application of disciplinary measures as anti-human and too scientific.

Ideally, organisations have well-articulated guiding principles that are directly related to their primary goal. But lack of proper integration of workers – organisational goals, with the effective application of discipline as a system of rules, adherence to rules and regulations and punitive and corrective measures, negatively affect morale and performance and cumulatively the overall, organisational performance.

While the essence of organisational structure, that is, evolved out of job description and analysis and anchored in division of labour and hierarchy is among others to know the superior's span of control and the proper channel of communication either upward or downward, in practice, organisations assume the responsibility of establishing rules, communicating them to employees and developing a penalty system for enforcing them. Management is responsible for implementing the organization's discipline vis-à-vis the laid down rules, gravity of offence and the extent to which they have led by example in reporting to work early and coordinating the activities of others.

6.3 **Recommendations**

Based on the problems highlighted, the major findings and the underlining conclusion for the study, the following recommendations are proffered.

First and foremost, organisations particularly public (or private) should make sure a copy of the laid down rules and regulations are made available to individual employees, with further explanation of the contents in a language the employees understand better. Also, periodical workshop or seminar should be carried out detailing and emphasing the need for the employees to pursue the corporate goal of the organisation objectively, with the requisite staff discipline and the implication of doing otherwise.

Secondly, management and or superior officers particularly in the public sector should make use of discipline as punitive measure and in a severe way, in correcting the unimpressive attitudes of erring staff. But, superior officers or senior staff should always lead by example in reporting to work early, as it is the case with the private sector, and remaining in workplace until

closing hours. Also, they should remain dedicated to duty so that the junior ones join suit in respecting their advice, otherwise the efforts will also not succeed.

Thirdly, disciplinary action should be preceded by advance warning; the length of time between the misconduct and discipline should be short and has to be consistent in its application as emphasises by McGregor in his Red-Hot-Stove. This is because inconsistency lowers morale and diminishes respect for the supervisor. Thus, a committee of people of principle and above board should always be constituted to deal with severe cases that may lead to termination and dismissal. But, this cannot be achieved if we continue giving emphasis to loyalty and other primordial factors during employment than merit, particularly in public organizations.

Fourthly, organisations particularly public ones should frown at indisciplinary act by ensuring closer monitoring of employees where necessary to ensure proper coordination of activities. A register should be opened, just as it is going on in Sunseed Nigeria Limited, Zaria and Federal College of Education (FCE) Zaria (and Sunseed), for employee to sign in on reporting to work and sign out on closing hours. Thus, the electronic one (Automated Biometric Machine) is favoured for everyone to thumbprint. This will have a gradual effect in changing the attitude of the employees toward reporting work.

Fifthly, all action taking against offenders should be on record as emphasizes by Weber in his Bureaucracy principles, with the documentation sufficiently detailed that another manager at a similar level in the organisation would come to the same conclusion or see clearly why the decision was made. While for the employee concerned, he should be reminded that his record of wrong doing is kept as reference to unchanged behaviour. This will have the effect of gradually making one to improve.

Finally, potential researchers should carry out further researches on the aspects of workers motivation like staff welfare and recruitment with their effects on staff, morale and performance. These will serve as a basis of filling in the gap of this research because sometimes it will be impossible, if not totally impossible to ensure staff discipline when those issues are not properly handled toward motivating employees and having a work force that is group centered and goal attainment centered.

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APPENDIX I

QUESTIONNAIRE ADMINISTERED TO MANAGEMENT/SENIOR STAFF

Department of Public Admin.,
Faculty of Administration,
Ahmadu Bello University, Zaria.
2nd August, 2013.

Dear Respondent,

I am a post-graduate Masters of Public Administration (MSC) student undertaking a research on the topic entitled "Impact Assessment of Discipline on Staff Performance in Kaduna State Water Board Zaria (City District) and Sunseed Nigeria Limited. It is part of the requirement for the fulfillment of the award of Masters Degree.

Thus, I seek your cooperation, as your confidentiality is assured as objectively as possible.

Thanks for your anticipated cooperation.

Yours Sincerely,

Goga Abubakar Muhammed.

SECTION A: RESPONDENT BIO-DATA

Please tick (√) the appropriate option/answer.

1. Gender: Male ( ) Female ( )
2. Marital Status: Single ( ) Married ( ) Divorced ( ) Separated ( )
3. Nationality: Nigerian ( ) Expatriate ( )
4. Please specify your age ----------
5. Highest Education Qualification ----------
6. Working experience: (a) 1 – 5 years ( ) (b) 6 – 10 years ( )
   (c) 11 – 15 years ( ) (d) 16 and above ( )
7. Category/rank of staff: Senior ( ) Junior ( ) Casual ( )
   Contract ( ) other specify ----------

SECTION B: RELATED TO HYPOTHESIS ONE (DISCIPLINE AND STAFF MORALE AND PEFORMANCE)

8. Which of the meaning of discipline are you familiar with?
   (a) Punishment ( ) (b) To correct ( ) (c) Adherence to rules and regulations ( ) (d) All of the above ( ) (e) Other specify ----------
9. To what extent does discipline as adherence to rules and regulations enhance the performance of your staff?
   (a) Very high ( ) (b) High ( ) (c) Don't Know ( ) (d) Low ( )
   (e) Very low ( )
10. Looking at discipline as punitive measure how does it affect the performance of your staff?
    (a) Very positively ( ) (b) Positively ( ) (c) Don't know ( )
    (d) Negatively ( ) (e) Very negatively ( ).
11. But, do you agree discipline as punishment negatively affects the morale and performance of staff?
    (a) Strongly agree ( ) (b) Agree ( ) (c) Undecided ( ) (d) Disagree ( )
    (e) Strongly disagree ( )
12. How do employees conform to the laid down rules and regulations?
    (a) Willingly ( ) (b) Forcefully ( ) (c) Can't say ( )
13. Does fear of punishment enhance the performance of staff? Please comment.
    ---
14. Do employees report early to work and remain on their duty posts until official closing hour? (a) Strongly agree ( ) (b) Agree ( ) (c) Undecided ( ) (d) Disagree ( )
    (e) Strongly disagree ( )
15. Comment on the efforts you are doing to ensure that discipline as both system of rules and regulations and punishment enhance organisational performance? ----------
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SECTION C: RELATED TO HYPOTHESIS TWO (INEFFECTIVE APPLICATION OF DISCIPLINARY MEASURES AND PROCEDURES AND INDISCIPLINE)

16. How aware and familiar are you with the disciplinary measures and procedures in your organisation?

    (a) Very aware ( ) (b) Aware ( ) (c) Can't say( ) (d) Unaware ( )

    (e) Very unaware ( )

17. What is your general opinion concerning disciplinary measures?

    (a) Resentful ( ) (b) Corrective ( ) (c) Reference ( ) (d) Deference ( )

    (e) Don't Know ( )

18. Heads of Department and supervisory officers draw the attention of staff when their attitude to work becomes unimpressive?

    (a) Strongly agree ( ) (b) Agree ( ) (c) Undecided ( ) (d) Disagree ( )

    (e) Strongly disagree ( )

19. Please comment on the indisciplinary act prevalent in your organisation ----------

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20. How consistent is the application of disciplinary measures against erring staff?

    (a) Very consistent ( ) (b) Consistent ( ) (c) Don't know ( )

    (d) Inconsistent ( ) (e) Very inconsistent ( )

21. Do you agree that effectiveness of disciplinary measures depend on objective application of disciplinary procedures? (a) Strongly agree ( ) (b) Agree ( ) (c) Undecided ( ) (d) Disagree ( ) (e) Strongly disagree ( )

22. To what extent do failure to apply disciplinary measures and procedures encourage the commitment of indisciplinary act? (a) Very high ( ) (b) High ( ) (c) Don't Know ( ) (d) Low ( ) (e) Very low ( )

23. Please comment on the circumstances you may derelict from enforcing disciplinary measures against erring staff ----------

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APPENDIX II

QUESTIONNAIRE ADMINISTERED TO JUNIOR STAFF AND CASUAL

Department of Public Admin,
Faculty of Administration,
Ahmadu Bello University, Zaria.
2nd August, 2013.

Dear Respondent,

I am a post-graduate Masters of Public Administration (MSC) student undertaking a research on the topic entitled "Impact Assessment of Discipline on Staff Performance in Kaduna State Water Board Zaria (City District) and Sunseed Nigeria Limited. It is part of the requirement for the fulfillment of the award of Masters Degree.

Thus, I seek your cooperation, as your confidentiality is assured as objectively as possible.

Thanks for your anticipated cooperation.

Yours Sincerely,

Goga Abubakar Muhammed.

SECTION A: RESPONDENT BIO-DATA

Please tick (√) the appropriate option/answer.

1. Gender: Male ( ) Female ( )
2. Marital Status: Single ( ) Married ( ) Divorced ( ) Separated ( )
3. Nationality: Nigerian ( ) Expatriate ( )
4. Please specify your age ----------
5. Highest Education Qualification ----------
6. Working experience: (a) 1 – 5 years ( ) (b) 6 – 10 years ( )
   (c) 11 – 15 years ( ) (d) 16 and above ( )
7. Category/rank of staff: Senior ( ) Junior ( ) Casual ( )
   Contract ( ) other specify ----------

SECTION B: RELATED TO HYPOTHESIS ONE (DISCIPLINE AND ITS EFFECT ON STAFF PEFORMANCE AND MORALE)

8. Which of the meaning of discipline are you familiar with?
   (a) Punishment ( ) (b) To correct ( ) (c) Adherence to rules and regulations ( ) (d) All of the above ( ) (e) Other specify ----------
9. To what extent does discipline as adherence to rules and regulations enhance your performance?
   (a) Very high ( ) (b) High ( ) (c) Don't Know ( ) (d) Low ( )
   (e) Very low ( )
10. Looking at discipline as punitive measure how does it affect your morale and performance?
    (a) Very positively ( ) (b) Positively ( ) (c) Don't know ( )
    (d) Negatively ( ) (e) Very negatively ( ).
11. But, do you agree discipline as punishment negatively affects your morale and performance?
    (a) Strongly agree ( ) (b) Agree ( ) (c) Undecided ( ) (d) Disagree ( )
    (e) Strongly disagree ( )
12. How do employees conform to the established rules and regulations of your organisation?
    (a) Willingly ( ) (b) Forcefully ( ) (c) Can't say ( )
13. Does a fear of punishment enhance your performance? Please comment.

    ---
14. Does staff report early to work and remain on duty posts until official closing hour?
    (a) Strongly agree ( ) (b) Agree ( ) (c) Undecided ( ) (d) Disagree ( )
    (e) Strongly disagree ( )
15. Comment on the efforts made by the management in ensuring that discipline as both system of rules and regulations and punishment enhance performance? ----------
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SECTION C: RELATED TO HYPOTHESIS TWO (INEFFECTIVE APPLICATION OF DISCIPLINARY MEASURES AND PROCEDURES AND INDISCIPLINE)

16. Are you aware of the disciplinary measures and procedures in your organisation?
    (a) Very aware ( ) (b) Aware ( ) (c) Can't say( ) (d) Unaware ( )
    (e) Very unaware ( )
17. What is your general opinion concerning disciplinary measures?
    (a) Resentful ( ) (b) Corrective ( ) (c) Reference ( ) (d) Deference ( )
    (e) Don't Know ( )
18. Heads of Departments and supervisory officers draw your attention when your attitude to work becomes unimpressive
    (a) Strongly agree ( ) (b) Agree ( ) (c) Undecided ( ) (d) Disagree ( )
    (e) Strongly disagree ( )
19. Please comment on the indisciplinary act prevalent in your organisation ----------
    ----
20. How consistent is the application of disciplinary measures against erring staff by the organisation?
    (a) Very consistent ( ) (b) Consistent ( ) (c) Don't know ( )
    (d) Inconsistent ( ) (e) Very inconsistent ( )
21. Do you agree that effectiveness of disciplinary measures depend on objective application of disciplinary procedures?
    (a) Strongly agree ( ) (b) Agree ( ) (c) Undecided ( ) (d) Disagree ( )
    (e) Strongly disagree ( )
22. To what extent do failure to apply disciplinary measures and procedures encourage the perpetuation of indisciplinary act among junior staff?
    (a) Very high ( ) (b) High ( ) (c) Don't Know ( ) (d) Low ( )
    (e) Very low ( )
23. Please comment on the circumstances the Head of Departments derelict from enforcing disciplinary measures against erring staff ----------

APPENDIX III

INTERVIEW SCHEDULE

1. Do you think taking disciplinary actions against erring staff affects their performance? If yes please explain
2. How can you rate or compare the performance of staff before and after application of less severe disciplinary measures?
3. What challenges are you facing in managing staff disciplinary related issues?
4. What are the most recurring or common indisciplinary acts among staff?
5. Have your organization been able to reach its benchmark over the last 5 years? If yes or no please explain