

## Public Sector Disciplinary practices and implications for Organizational Performance: towards a Recalibrated Sustainable Service Performance model

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<i>Abstract</i>	<i>Journal of Policy and Development Studies (JPDS)</i>
<p><i>This study examined the relationship between the nature of staff disciplinary system and sustainable organisational performance. Utilizing descriptive statistics, categorical data correlation models and ordinal logistic regression model as well as t-test statistic, data gathered from both primary and secondary sources categorized and analyzed. Accordingly, findings showed: that delays in releasing of promotion, late payment of salaries and salaries cuts, etc are some of the causes of staff indiscipline; politics/tribal bias in handling disciplinary actions contribute to staff indiscipline. Also, the remuneration policy/salary structure as contained in the conditions of service is far from being individually oriented did not allow for performance-based reward system (PBRs). Thus, the study recommends urgent reform of the university's conditions of service to allow for Compensatory individual Performance Related Pay (CiPRP) and the payment of salaries and promotion arrears of senior public servants (SPSs) as at when due; amongst others.</i></p>	<p><i>Vol. 15. Issue 1 (2024)</i>  <i>ISSN(p) 0189-5958</i>  <i>ISSN (e) 2814-1091</i>  <i>Home page</i>  <a href="https://www.ajol.info/index.php/jpds">https://www.ajol.info/index.php/jpds</a></p> <p><b>ARTICLE INFO:</b></p> <p><b>Keyword:</b>  <i>Public sector organization, condition of service, employees' performance, institutional politics, staff discipline</i></p> <p><b>Article History</b>  <i>Received 20<sup>th</sup> February 2024</i>  <i>Accepted: 8<sup>th</sup> March 2024</i>  <i>DOI: <a href="https://dx.doi.org/10.4314/jpds.v15i1.7">https://dx.doi.org/10.4314/jpds.v15i1.7</a></i></p>

### 1.Introduction

In recent times, adoption of sound public sector disciplinary measures (PSDM) in the management of human resources remains one of the major machineries through which an organisation is placed at global perspective. However, the nature of staff disciplinary practices (SDPs) in the workplace, actions, methods and procedures by public sector employers of labour (government) in Nigeria has

focused on the assumptions and or postulations of the traditional approach that emphasis on threats and punishment which they believed should be applied in organizations if maximum efficiency is to be achieved. This has led to little focus on ‘developing/implementing corrective-action policies (CAPs)’ in the management of workforce dynamics particularly in a multicultural setting that emphasizes on meeting employee psychological contracts using bonuses, promotions, rewards (positive reinforcement mechanisms) and seeing the organization as a system of mutually dependent variables (Lester and Kickul, 2001; Rousseau, 2004; Mcdermott, Conway, Rousseau, and Flood, 2013; Ukeje, et al., 2019) that can boost stakeholders shared interests within the organization leading to optimum organisational performance.

Interestingly, the dynamic relationships in public service organisations and service delivery systems in a heterogeneous environment where “bio-politics” and “geo-politics” are prevalent explains the nature of dominance of kinship determinism and the geographical characterizations for service delivery institutions and organisations in Nigeria (see Ukeje, et al., 2020). PSDM and characteristics in the field of HRM, public sector organisations (PSOs) and organisational behaviour (OB) has been a central element in achieving dynamic and sustainable performance-based reward system (PBRs) particularly in workplace organizations (Johnson, Johnson, Ximenez & Li, 2023). Onah (2015) asserts that the attainment of organisational performance in Nigeria public sector is dependent on the quality of its employees particularly the senior public servants (SPSs) and how much they are able to align themselves with the goals and policies of the organization. Interestingly, since these goals and policies are broken down into organizational rules whether in terms of production, marketing, administration, performance standards etc, the disposition of employees towards these rules measures their level of discipline, and in a wider sense, how far the organization is able to pursue its set objectives without hindrance so as to achieve sound organizational performance and acceptability (Egwoba, 2006). According to Zhenjing, et al (2022), improved performance is accomplished through the employees of the organization.

Historically, the concept of staff discipline came up in the early 1900s. It was during the period that Henri Fayol, a notable French management theorist, who proposed the fourteen (14) principles of management which he felt were essential for effective management. Discipline was one of those principles. Fayol believed that a disciplined employee was not only sincere about his work, but also had faith in the policies and procedures of the organization. He also believed that a disciplined employee would fulfill the instructions given to him and respect the management (Nwizu, 1999); especially within a mutually beneficial relationships between an employer and employee (Bester, 2019 p. 62). Hence, clear rules and guidelines ensure that friction and misunderstandings are limited, which in turn promotes productivity and a positive work environment. This suggests that the work environment has a direct impact on discipline and so requires proper management (Bester, 2019 p. 62).

In Fayol's opinion, discipline in the workplace was a necessity for an organization to prosper. Without it, an organization would certainly fail. Though, Fayol was an avid supporter of the discipline concept, he did not believe that discipline should be in the form of bullying; instead, he felt that employee discipline should be handled in a fair and just manner and should apply equally to everyone. Onah (2008) defined staff discipline as how far the employees are willing, without coercion, to submit themselves to the rules and allow their actions and conduct as employees to be guided by them. This kind of willing compliance is driven by the principle of personal integrity, honesty, commitment and dedication to duty rather than the threat of some punitive measure; and could be better enhanced by institutionalized and functional reward mechanism. These indices are critical in measuring the level of staff discipline and performance in every organisational workplace. Organizational performance comprises the actual output or results of an organization

as measured against its intended outputs (or goals and objectives). Effective employee remuneration/salary administration and promotion are key strategies for organizational performance and elimination of indisciplinary behaviours in public institutions. This is because, gone were the days when motivation or compensation became the best form of reward to employees (Edeh, Nwakamma & Anigbata, 2017). However, effective implementation of appropriate reward strategies that enhances organizational performance and productivity (Agha, 2011) seems to be elusive in Nigeria.

Prior studies in the field of HRM and PSOs attributed the issues of bureaucratic inefficiency, corruption, weak accountability, and lack of control in Nigeria public service to lack of good democratic practices, and weak bureaucratic governance (Idike, et al., 2019; Ukeje, et al., 2019) in the management of employees. Thus, according to Henry (2002, as cited in Ezeani 2006, p. 373):

Prior to the abandonment of politics/administration dichotomy and the principles of administration, the public administrator, needed morality no more than a hotel clerk carrying out his or her daily duties. After all, of what use was morality to a person who did no more than execute the will of the state according to certain scientific principles? Provided that public administrators accomplished their given tasks effectively and economically, they were by definition, moral in the sense that they were responsible.

However, current literature in Nigeria PSOs and management has paid very little academic attention on the nature of PSDM within the framework of entrenching PBRs that addresses issues related to remuneration, promotion, staff discipline and performance and CiPRP policy framework for enhanced performance in PSIs and particularly in sub-Saharan African country such as Nigeria. According to Utobo (2011), where salaries and wages of workers fail to address the prevailing situation in the labour market, nor determine appropriate wages in relation to variation in job requirements or any established procedure for determining wage rates, or adjusting same, nor prompt/regular payment, there can hardly be any push (motivation) or positive attitude to work, due to the high level of poverty in Ebonyi state (Idike, et al., 2020). Thus, such workers often resort to process sabotage as a form of “survivalism” due to so many psychological forces leading to negative emotions (Ogbonnaya, et al., 2023) in the workplace. In this light, Offu (2018) argued that organizational output should at least match with input. Concisely, the overall improvement in the output of an organization is the result of combination of all or some of the noted factors necessary for organizational efficiency (Ukeje, et al., 2019).

Thus, in today's organizational workplace, like EBSU, organizational performance has remained one of their cardinal principles since creation in 1996; to guide in the overall management of personnel, manpower building/ development and community services. EBSU has as its core mission to provide a conducive atmosphere for teaching, learning, research and rapid development in order to transform the hitherto untapped abundant, unskilled human resources in Ebonyi State into skilled power. However, in view of the current policy debates in the field of public sector management, HRs and organisational behaviour on whether a desired behaviour would be better induced via the enticement of benefits (rewards mechanism) or the threat of punishments; it would be necessary to re-appraise existing thought lines on the subject matter. Thus, the study is based on data from EBSU as representative of the Nigeria's public sector institutions (PSIs) bureaucracy.

Prospect for generalizability of findings of this study remains high in many other developing countries due to the peculiarity of their political and multi-cultural contexts.

## 2. Literature Review

### **Workplace Discipline, Disciplinary procedures and its implications for Organisational Performance in developing countries**

Public sectors of various countries of the world have at one time or the other faced pressure meeting up with their value creation obligations (Ndukwe, et al., 2022, p.1); due to the nature of public service and the ethical compliance measures and practices adopted by the organisation for the enthronement of public trusts, value re-orientation, transparency and accountability (Ndukwe, et al., 2021). Drawing from the effect of globalization on the management of PSOs, Farazmand (2019, p.10) argued that citizens status has changed. Thus, "...they are no longer tolerant of abuses of public trust and of the malfeasance of the past; they expect accountability and transparency" (Brinkerhoff, 2000, p. 239); explains the need for high organisational performance and productivity on the side of SPSs in workplace organisations. Importantly, employers are required to have a disciplinary code in place that lists offences, as well as appropriate sanctions (Shabangu et al., 2022).

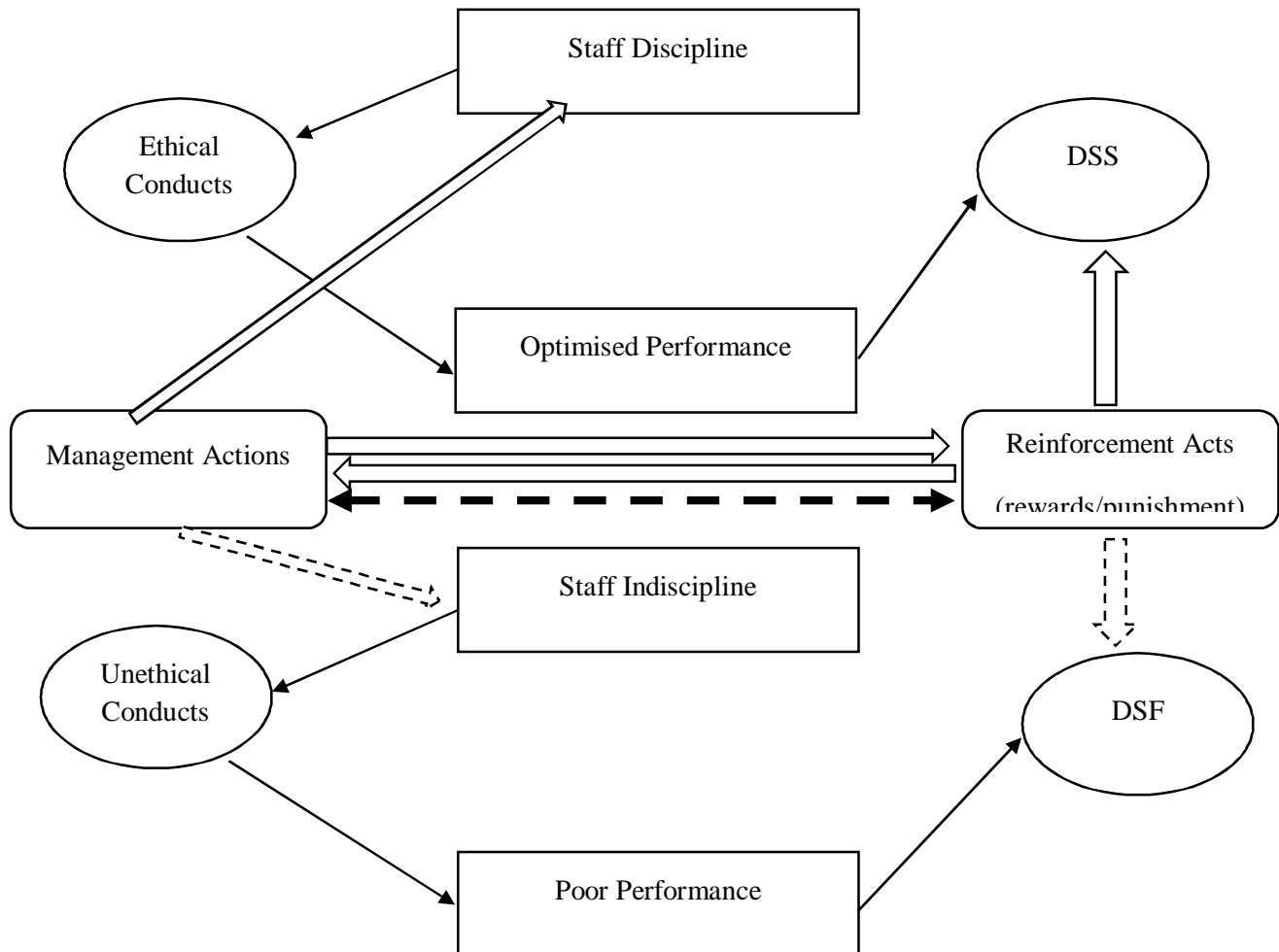
Thus, the Ebonyi State University's Regulations (EBSURs) governing the conditions of service for SPSs represent the most effective performance blueprint in the university; charged with the overall task of controlling the behaviours of staff and ensuring the existence of good sense of behaviour, devotion to duty by every employee and that cases which may require disciplinary action are reduced to the barest minimum. Unfortunately, poor remuneration, observable hostile work environment and lack of promotion as at when due seem to be among the factors hindering the attainment of effective and efficient PBRs in the management of workforce in Nigeria's public sector. These factors have been seen to be 'the real problems', which this study intends to expose, especially within the framework of EBSURs governing the conditions of Service for SPSs. The complexities of discourses on organizational discipline seems to be exacerbated by the fact that employees of nowadays are better educated than those of the past and their value systems have changed (Edeh, et al., 2017), unfavourable economic policy reforms by the government, technological displacement that poses a great challenge to effective service delivery and the attainment of sustainability in the organization (Ndukwe, Elom, Ukeje and Anigbata, 2016).

No doubt, EBSU as a public institution needs a committed and dedicated workforce as a necessary condition for the attainment of institutional/organisational optimum performance in accordance with the law establishing the institution. However, owing to the fact that SPSs are deeply involved in the general university administration and as secretaries to the various committees that run in the university system (Ibukun, 1997), entrenchment of SDPs and measures in line with the present economic recession (realities of the day) seems pivotal to organizational effectiveness. As argued by the Modern Organizational Theorists, implementation of such corrective-reinforcement measures that acknowledge effective employees reward mechanism, due recognition, unspoken/unwritten expectations from the organisation, and mutual relationship that changes over time in the workplace, would be a sustaining tool for workers positive behaviour (attitude) and organizational performance than legal contract and punitive measures (Ogundele, 1999, Mcdermott, et.al., 2013). This is capable of promoting commitment, dedication and job satisfaction of non-academic staff that are determined to bury over 35yrs in active service for the growth and development of the university and the society at large.

However, according to Onah (2008), to ensure staff discipline and control in public sector organisations, possible factors responsible for staff indiscipline should be examined with a view to seeking ways of eliminating them and substituting in their place factors that will positively enhance discipline and organisational performance. Thus, a number of factors such as the operating environment and the instincts to survive; the influence and pressures in the larger community in which the employees live and work; the perception of the individual employee in the organisation (individual differences); and the organisational factors which border on the style of human resources management (recruitment style and pattern (Ukeje, et al.2019), the nature of staff performance appraisal, the reward system, ineffectiveness of the disciplinary process), has been identified as prominent facilitators of indiscipline since EBSU staff are not properly motivated (Ebinga, 2014).

It is worthy of note that there appears to be a failure in the system of staff remuneration in EBSU. This failure is evident in late payment of salaries, and slashing of salaries by the state government contrary to the provisions conditions of service Act. This perceived ineffectiveness in the application and administration of staff promotion and benefits, affects staff morale and performance negatively, leading to a breakdown in performance if not corrected. All the above issues have implications on organizational performance in view of the knowledge of ecology of public administration. They pose a serious challenge to the attainment of a sound PBRs and the development of quality manpower that will contribute meaningfully to the growth of the institution and in Nigeria PSOs.

**Figure 1: Recalibrated Sustainable Service Performance (RE-SERP) Model**



**KEYS: DSS (Delivery System Success); DSF (Delivery System Failure).**

In figure 1 above, Management Actions (MA) are central to sanitisation of the entire of service delivery process/system. As suggested, MAs pedastalled on state service delivery Reinforcement Acts (RAs) could go a long way to instilling discipline among staff members (Staff Discipline) and in turn orchestrate ethical conducts among staff, leading to optimised performance such as punctuality, timeliness, regular attendance, and genuine commitment etc. On the contrary, when the MAs are not decisive and vital with RAs, tendencies of staff indiscipline and other unethical behaviour such as lateness, unexcused absence, fraud, dishonesty, discrimination, falsification of records, vandalization of properties, sexual harassment, insubordination truancy and absenteeism become rife, leading to poor PBRs and eventual delivery system failure. These has implications to not only achieving sustainable service performance but retaining employees that are highly committed to organizational goals and making them psychologically attached to the organization (Nanjundeswaraswamy, 2021). In today's competitive business environment, the major challenges to the organization are to retain talented employees and make them become psychologically attached to the organization.

**Linking public service remuneration (PSR), condition of service and organizational performance**

Research findings from EBSU show that PSR and condition of service practices have not adhered to international best practices both in the process of HRs roles, discretion management and the entire gamut of organizational performance. The model above connects staff discipline to management actions (MAs), Reinforcement Acts (rewards/punishment), ethical/ unethical conducts, Delivery System Success (DSS), Delivery System Failure (DSF) to organizational (optimized) performance, etc to the outcomes of public sector organizations (PSOs). It appears that when these factors are not managed properly and are allowed to be mediated by the Compensatory individual Performance Related Pay (CiPRP) policy framework for enhanced performance in the institution, Delivery System Failure (DSF) becomes inevitable. It follows then that effective staff discipline processes in the education sector will largely depend on the ability of the administrators- SPSs to creatively utilize the various approaches or techniques of SDPs and procedures with the aim of achieving best practices and organizational performance especially if the condition of service Act is systematically designed to give each employee recognition and full opportunity for enhanced performance (Mack, 2017).

Affirming the above assertion, Tead (1962), cited in Ezeali and Esiagu (2009) asserts that discipline enhances the orderly conduct of affairs by the members of an organization who adhere to the necessary regulation because they desire to cooperate harmoniously in advancing the corporate cause of the organization. Interestingly, studies in the field of rewards/ motivation, HRM and organizational behavior have adopted the practice and principles of discipline for the attainment of organizational performance (Maslow, 1943; Ebuara & Coker, 2012; Roeleejanto, Nurdin, Otto, & Pahlevi, 2015) because it fosters appropriate behavior by encouraging employee participation. The first step is to lay out clear protocol and ethical guidelines to ensure your employees fully understand what you expect. The next step is to use constructive criticism to instill correct behaviors. For example, you might explain to an under-performing employee how her failure to follow proper protocol is hurting her performance and then offer helpful suggestions for increasing productivity in public sector organizations (Oтите and ogionwo, 1979). To this end, university institutions can use a discipline process to address job-related behavior that does not meet the expected performance standards.

## **Indices of Staff Discipline in EBSU- Conditions of Service for the SPSs**

The EBSU has an organizational administrative structure with well spelt out code of conduct for staff of the university. The document has about 18 items and covers all areas of staff conduct and disposition. Also, disciplinary measures are clearly spelt out for deviant staff members. Some of them includes: warning, reprimand, withholding of salary, deferment of increment, suspension, withholding of promotion, demotion, interdiction etc. There are also provisions for Right for Appeal in case the defaulter feels unsatisfied with the penalty (EBSU- Conditions of Service for Senior Non-academic Staff, 2015). Thus, according to the provision of discipline in section 14.1 of the Conditions of Service, the university relies on the continuing good sense and devotion to duty of every employee to ensure that cases which may require disciplinary action are reduced to the barest minimum. A Head of Department, Directorate or Unit shall be responsible to the Vice-Chancellor through the Dean or Provost where applicable, for the maintenance of the day-to-day discipline of and among staff assigned to his Department/Unit in all matters relating to the Department/Unit. It is the duty of every Head of Department/Unit, as soon as he observes any short-coming in any member of staff subordinate to him, to bring it to the staff member's notice with a view to improving the staff members usefulness and efficiency in the service. However, organizational disciplinary systems have been challenged by the phenomenon referred to as state capture.

### **The implications of State capture and PSDM on Sustainable Service Performances of PSOs in Nigeria**

In a sense, the phenomenon of state capture moderates the extent to which new opportunities in the old ways of doing things are adopted by the ruling elites, the parameters for reward allocation (merit/patronage); it impedes structural firmness and wrought fluidity in organizational principles which enables organizational Managers to bend the rules for members of their network to the detriment of the organization. This partially explains the persistence of indiscipline prevalent in public sector organizations in Nigeria. In the words of Nwinyokpugi and Ebbe (2019), adequate documentation of the rule violation and the consequences must exist. According to Omolara (2015) widespread moral decadence and indiscipline in the Nigeria Civil/ Public Service is as a result of the ambiguous nature of the public service rules provision on discipline and the challenge of ruling out the "human factor syndrome" in the system as those vested with disciplinary powers are humans, while the erring officers are colleagues, friends, neighbours or kinsmen to those who are to apply the rules. Thus, for the attainment of sustainable service performance, workplace discipline should not be seen as punitive measure but also as a means to correct and enforcement of standards in the organization (Idiris and Alegbeleye, 2015). A strong positive relationship therefore exists between staff remuneration (fringe benefits and staff nature of working conditions) and performance (Babagana & Dungus, 2015).

### **3. Methods**

Research methodology clarifies the approach and techniques of presenting theoretical variables, statements and problems for scientific analysis and application to a given subject of inquiry based on the study objective and nature of the research question. Thus, in this study, the research adopted descriptive statistics (mean, frequency, percentage etc), Categorical data correlation models (Linear-by-Linear Association correlation model, Goodman-Kruskal's Gamma, Concordant (Discordant) Pair) and Ordinal Logistic Regression model (Linear-by-Linear Association Model) as well as t-test statistic. The study was conducted in four of the most influential campuses and the general personnel units/ directorates in EBSU. The campuses are Presco EBSU Campus, Ishieke, Permanent site, the College of Agricultural Sciences (CAS), and the General Office/ Directorates.

The choice for the four campuses was informed by the role they play in HRs development and capacity building. Each item is scored on a five-point Likert scale ordinal response: 5- Strongly Agree; 4- Agree; 3-Neutral; 2- Disagree and 1- Strongly Disagree. The data gathered from the administered questionnaire were analyzed using simple percentage on 5-point Likert scale. The percentages of respondents that chose a particular score were also determined. The descriptive statistics was used to summarize the data, the categorical data correlation model was used to ascertain relationships among variables under study, the Ordinal regression model was used to evaluate the effect of SDPs on organisational performance, while t-test was used to evaluate if there is a significant difference in the observed average scores and the likert mean.

Although the study has a sample size of 289, the analysis is based on returned 257 respondents questionnaires spread across the various demographic indices as noted in table 1 and table 2; to determine influence of the intervening variables such as political influence, work environment, institutional capacity, ethical standard, motivation etc on oragnisational performance in a multi-cultural context. All surveys were collected in person by the help of two research assistants and sent back to the researchers. The secondary data were based on critical evaluation and content analysis of variety of academic journals, publications, periodicals and relevant documents from the personnel department of the institution.

The Demographic data contain information on basic demographic characteristics such as sex, marital status, age, level of education (qualification), and years of service (Table 1). Furthermore, purposive sampling technique was used to select relevant strata (senior administrative officers) of the population from GL 06 and above that have experience on university administration, public management and decision-making processes in PSIs. From the research findings, we develop and propose a novel analytical and practical conceptual model of RE-SERP (see figure 1 above) that will go a long way to in-still virtues of discipline, service re-orientation, attitudinal change, ethical conduct, best practices and optimised performance in PSIs.

#### 4. Hypothesis

This study was aimed at getting better insight of the relationships between public service remuneration (PSR), institutionalized condition of service (ICoS) and Organisational Performance in EBSU. Thus, the following hypotheses were tested:

- H1: There is no significant relationship between public service remuneration (PSR), condition of service and staff performance in the EBSU
- H2: The public service promotion (PSP) exercise is not independent of politics, ethical standard, workers welfare and motivation
- H3: There is no correlation between the overall effects of inefficient SDPs, Organisational Performance, and public sector institutions (PSIs)

Although the variables tested are related in a sense, what is rather challenging is how to manoeuvre the terrain of institutional politics to engender organizational performance and best practices in managing SDPs in PSIs.

#### Results

**Table 1:** Bio data of respondents and demographic status of staff

Characteristics		Frequency (%)
Sex	Male	147 (57.2)
	Female	110 (42.8)
Marital Status	Single	25 (9.7)
	Married	232 (90.3)



Age	26-30	61 (23.7)
	31-35	37 (14.4)
	36-40	24 (9.3)
	40&above	135 (52.5)
Level of Education	WAEC/GCE/SSCE	61 (23.7)
	OND/NCE	25 (9.7)
	HND/BSC	159 (61.9)
	Others	12 (4.7)
Years of service	1-5yrs	13 (5.1)
	6-10yrs	62 (24.1)
	11-15yrs	86 (33.5)
	16-20yrs	36 (14.0)
	20&above	60 (23.3)

Note: HND = Higher national diploma, OND = Ordinary national diploma, NCE = National certificate in Education, SSCE = Senior school certificate in Education.

**Table 2:** Analysis of relationship between public service remuneration (PSR), condition of service and staff performance

	Variable	Performance					Total
		Poor	Fair	Good	Very Good	Excellent	
Remuneration in Condition of Service	Not Satisfied	3(0.6)	28(19.4)	0(7.6)	0(7.6)	0(1.7)	31
	Slightly Satisfied	2(2.1)	97(67)	3(26.2)	1(5.8)	4(5.8)	107
	Moderately Satisfied	0(1.5)	27(47)	37(18.4)	5(4.1)	6(4.1)	75
	Highly Satisfied	0(0.4)	6(13.2)	7(5.1)	4(1.1)	4(1.1)	21
	Extremely Satisfied	0(0.4)	3 (14.4)	16(5.6)	4(1.3)	0(1.3)	23
	<b>Total</b>		5	161	63	14	114
Measures of Association							
Statistic		Value		p-value			
Linear-by-Linear Association		8.113		0.024			
Concordant (Discordant) pair		4401(3282)		0.015			
Goodman-Kruskal's Gamma		0.4353		0.039			

**Table 3:** Fitting Ordinal Linear-by-Linear Association Regression Model of Organisational Performance, Remuneration and Condition of service

GOODNESS OF FIT CRITERION			
Criterion	Value	DF	Value/DF
Deviance	88.432	63	1.404
Pearson Statistic	1021.75	63	16.21
PARAMETER ESTIMATES			

Variables	B	Std. Error	95% Wald Confidence Interval		Wald Statistic (p-value)	
			Lower	Upper		
Threshold	[Performance=1]	39.565	5.1405	29.490	57.665	59.239(0.000)
	[Performance=2]	49.638	6.5367	36.826	60.078	57.665(0.000)
	[Performance=3]	58.932	7.6032	44.030	54.836	60.078(0.000)
	[Performance=4]	73.588	9.9375	54.111	51.260	54.836(0.000)
[Condition=1]	33.708	4.7081	24.481	42.936	54.893(0.000)	
[Condition=2]	30.338	4.0947	22.312	38.363	48.448(0.000)	
[Condition=3]	21.118	3.0340	15.171	27.064	18.938(0.000)	
[Condition=4]	10.456	2.4028	5.747	15.166	57.383(0.000)	
[Condition=5]	-	-	-	-	-	-
Condition*Performance	3.748	0.4948	2.778	4.718	59.239(0.000)	

#### Wald Statistics For Type III Analysis

SOURCE	WALD Statistic	DF	P-VALUE
Condition of Service	52.57	4	0.005
Condition *Performance	351.07	1	0.000

**Table 4:** Analysis of the effect of Public service promotion exercise, work conditions, welfare and motivation

Questions	SA	A	N	D	SD	Total	Mean
Inadequacy of good working condition (non-payment of pension and gratuity) affects non-academic staff performance in EBSU.	122	24	25	74	12	601	2.3
Lack of motivation /welfare schemes (housing schemes, death benefits, etc) are the causes of staff indiscipline and low performance in EBSU	73	86	25	49	24	636	2.5
						Mean ±S.D	2.4±0.141
<i>One – Sample Test</i>	t	d.f	p-value			Mean Difference	
<i>Test Value = 3</i>	-6.0	1	0.105			-0.600	

**Table 5:** Analysis of the overall effects of inefficient SDPs, Organisational Performance, and PSIs

Questions	SA	A	N	D	SD	Total	Mean
Non-compliance to rules and regulations	48	86	12	73	38	738	2.9
Disciplinary policies and procedures are not applied equally to every employee	75	85	37	36	24	620	2.4
Lack of promotion, reward and due recognition of employee	110	48	0	50	49	651	2.5
Delays in releasing of promotion as at when due, late payment of salaries and cuttings of salaries, etc	50	86	37	48	36	705	2.7

Politics / tribal bias in handling discipline actions contribute to staff indiscipline in the institution	37	98	0	97	25	746	2.9
						Mean ±S.D	2.68±0.228
<b>One – Sample Test</b>	T	d.f	p-value	Mean Difference			
<b>Test Value = 3</b>	-3.138	4	0.035	-0.320			

The result of the analysis of the relationship between PSR and staff performance as displayed in table 2. The result comprises of the cross tabulation showing the observed and the expected frequency of the categories of performance as well as remuneration. Further analysis using an ordinal categorical data relationship model indicate the Linear-by-Linear model statistic of 8.113 with p-value of 0.024, a concordance and discordance pairs of 4401(3282) with p-value of 0.015, as well as the Goodman's statistic of 0.4353 with p-value of 0.039. The entire test statistic are in harmony and significant. This suggest strongly that there is a significant ( $p < 0.05$ ) relationship between staff performance and PSR as contained in the EBSU condition of service for senior administrative staff.

To further ascertain the nature of the relationship in the performance and remuneration, the result of ordinal Linear-by-Linear Association Regression Model of Performance on remuneration is as displayed in the table 3. The dependent variable (Performance) as well as the Independent variable has five categories. The result shows that the overall goodness of fit of the model is adequate. This is evidence with the high values of Deviance Statistic (88.43) and Pearson Statistic (1021.8) which are highly significant ( $p < 0.05$ ). Also the significance of the coefficients of independent variables used by the model is shown to be 52.57 ( $p=0.005$ ) and 351.1 ( $p=0.000$ ) for the remuneration and Performance\* as contained in the Condition of Service. The result further showed that there is a significant ( $p < 0.05$ ) relationship (association) between Performance and remuneration. This is evident with the values of coefficient of the interaction (Performance\*Condition of Service) (3.748) with Wald Statistic of 59.24( $p < 0.000$ ) in the model. The value 3.748 implies that the estimated odd in favour of increasing Satisfaction on the Condition of service from one category to another is ( $e^{3.748} = 42.4$ ) times the estimated odd in favour of increase in Performance from one category to another. Also the positive coefficient indicates a positive relationship. Implying that the higher the level of satisfaction the better the staff performance.

Table 4 is the result of analysis on the effect of PSP exercise application of promotion, work conditions, welfare and motivation for optimized performance. The result showed an average of 2.4 in the opinion of the likert scale. The response average was compared to the scale average of 3 using one sample t-test. It was discovered that the score is not different from 3. This indicates that the average could be represented with a scale of 3. This also indicates that conditions of service in terms of promotion, work conditions, welfare and motivation has not properly managed the welfare of the staff for optimal performance.

The result in Table 5 is the result of the analysis of the overall effects of inefficient SDPs, organisational performance, and PSIs. Among the factors are negligence of the supervisors to the rules and regulations, non application of the disciplinary policies and procedures equally, lack of rewards and due recognition of staff, delay in and the cutting of the salaries as well as the politics and tribal bias in handling discipline actions. The result indicate all the factors raised has a significant ( $p < 0.05$ ) effect on the cause of staff discipline.

## Discussion

**H1: There is no significant relationship between public service remuneration (PSR), condition of service and staff performance in the EBSU**

Indeed, these corroborated with earlier study of Osezua, Abah, and Gberevbie (2009) that the payment of workers salaries/ remuneration should be regularised for enhanced performance and productivity, since workers are exposed to volatile and unfriendly environment and therefore should be allowed to enjoy resources commensurate with their skills, experience and qualifications (Ndukwe, Elom, Ukeje and Anigbata, 2016). In the words of Edeh, et al., (2017), there is need for the adoption of extra-compensatory measures in order to sustain the interest of the workers and achieve workers high performance.

Based on the result of the analysis, we state that there is a significant relationship between remuneration and staff performance. Also the positive coefficient indicates a positive relationship. Implying that the higher the level of satisfaction through adequate remuneration packages/ incentives, the better the staff performance.

**H2: The public service promotion (PSP) exercise is not independent of politics, ethical standard, workers welfare and motivation**

Ebuara and Coker (2012) affirmed that there is a significant relationship between promotion and other motivational packages like rewards, due recognition, good work environment on work performance. According to Utobo (2011), motivation is largely determined by the value of rewards and their contingency on performance. Idiris and Alegbeleye (2015) also supported this saying that promotion and other motivational tools enhances work performance and that government should ensure that public servants are well remunerated in order to maintain high morale. Indeed, these corroborated with earlier study of Edeh and Ereke (2011) employees may become apprehensive, frustrated and disenchanted if not properly motivated. Promotion of workers should always be on the front burner of every organization for enhanced performance. Most public establishment in Nigeria is characterized by poor motivated workforce (Ndukwe, et al., 2016; Ukeje, et al., 2020) therefore leading to poor performance. According to Etubu (2016), the management of financial rewards or compensation should be linked to workers performance.

**H3: There is no correlation between the overall effects of inefficient SDPs, Organisational Performance, and public sector institutions (PSIs)**

The devastating effect on employees welfare is that workers in public sector organisations are exposed to lots of threats as a result of delays in payment of salaries and or cutting/ slashing of their salaries without due communication from the management (Ndukwe, Elom, Ukeje and Anigbata, 2016). Despite the fact that Ebonyi State is known as one of the poorest states in Nigeria (Edeh, et al., 2017). The result was also corroborated with the studies of Ebinga (2014) that staff of Ebonyi State University, Abakaliki is not well motivated and the research finding of Omolara (2015) which posits that the practice of “human factor syndrome” in Nigeria public service poses a serious challenge to disciplinary measures and procedures. This is because, the system is vested with disciplinary powers who are humans, while the erring officers are colleagues, friends, neighbours or kinsmen to those who are to apply the rules. Okechukwu, Ndukwe and Ukeje (2015) attribute that to the practice of “professional favouritism” in service organizations as an environmental factor that impedes high performance. However, Utobo (2011) observed that problem issues in motivation of staff span across tangible and intangible influences or factors which cumulatively diminish performance and productivity. Thus, indiscipline still remains a great challenge in the system.

**Implications for HRs policy and practice for effective discipline management in public organisations**

This article offered additional insight into the relationship that exists between SDPs and organisational performance through the prism of Recalibrated Sustainable Service Performance (RE-SERP) Model (see: Figure 1). It confirms the findings of Omolara (2015), that the widespread

moral decadence and indiscipline in the Nigeria Civil/ Public Service is as a result of the ambiguous nature of the Public Service Rules provision on discipline and the challenge of ruling out the “human factor syndrome” in the system as those vested with disciplinary powers are humans, while the erring officers are colleagues, friends, neighbours or kinsmen to those who are to apply the rules. This has implications for a sound PBRs due to the nature of politics and state capture in university governance and the practices in higher education management.

### **5. Conclusion**

Staff discipline is a central element in the realisation of organisational performance in PSIs. The study in no small measure has assessed the impact of staff discipline on organisational performance of EBSU. Employee discipline here entails deliberate attempts made to ensure that employees of an organisation are able to conform, and submit themselves to the rules and regulations governing their conduct in the workplace. This in effect shows the edge discipline has over dependence on the use of punitive measures to obtain staff compliance. The major aim of staff discipline therefore, is to induce the willingness of workers without coercion, to meet up with or comply with established rules, standards and regulations governing an organization for enhanced performance. The results showed that there is positive relationship between PSR and staff performance in EBSU. But that the application of promotion as stipulated in the condition of service has not been effective in managing the welfare of the staff in the present economic recession. Furthermore, because of the failure of the state-owned universities pay/ reward structure to meet a substantial part of the employees’ basic needs especially in this era of economic recession occasioned by the END SARs saga, cash crunch to long industrial actions, fuel subsidy removal, they feel reluctant to give their best to the organization in the area of service delivery. Staff may come to work late, go on extended break, loiter during office hours, close before normal time, and generally put in little effort in their work.

The study concludes that, non-compliance to rules and regulations has significantly influenced the management of discipline in EBSU due to the influence of politics and tribal bias in handling disciplinary actions as disciplinary policies and procedures are not applied equally to every employee. This conditionally agrees with the position of Johnson, et al., (2023) that discipline in the workplace should lessen the traditional approaches and create a kind of reinforcement-focused systems that effectively shape employee performance and productivity. In view of the indispensable role SPSs plays in capacity building and manpower development generally in Nigerian universities, various causes of staff indiscipline and disciplinary measures were identified for optimum performance and productivity in the study area. From above, it is important to note that if EBSU in particular and Nigeria university in general is to meet the goals of providing high level relevant manpower training and general performance of its formidable task / services in the areas of capacity building that will contribute meaningfully to national development, they should enforce the adoption of “individual Performance Related Pay (PRP) policy-strategy for enhanced performance in the institution and promotion of staff as at when due with financial effect for the development of its organizational performance. Since their remuneration package fails to meet a substantial part of the employees’ basic needs especially in this era of economic recession.

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