

RELATIONSHIP BETWEEN THE INSPECTORATE CADRE RANKING SYSTEM AND DECLINE IN DISCIPLINE, PROFESSIONALISM AND WORK PERFORMANCE (A CASE STUDY OF NIGERIA IMMIGRATION SERVICE – OSUN COMMAND)

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ABSTRACT

This study focuses on investigating the relationship between the Inspectorate Cadre ranking system and the decline in discipline, professionalism and work performance in the Nigeria Immigration Service (a case study of Osun State Command). The sources of the data for the study were both primary and secondary sources of data. The Likert type questionnaire was developed with the aim of eliciting responses from a target audience of one hundred and seventy six (176), out of the three hundred and twelve (312) officers and men of Osun command. The data collected were tabulated and coded into excel software for analysis generating frequency tables and charts subsequently. Also, the formed hypotheses were analysed statistically via the chi square test at 0.05 significance level. Findings reveal a connection between the inspectorate cadre ranking system and the problem of breakdown of discipline, productivity and work performance in the Nigeria Immigration Service. As a matter of urgency, it was therefore recommended that, the dichotomy existing among bachelors (BSC) and diploma (HND) degree holders should be abolished in line with government directives. Consequently, the disparity in certificate with regards to seniority and appointment of office and duty should be removed. This way, the career progression of BSC/HND should henceforth be the same.

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1. INTRODUCTION

1.1 Problem Statement

The Inspectorate Cadre, being the focus of this study, was introduced in 2006, by the then Comptroller General, Nigeria Immigration Service, Mr. Joseph C. Udeh. In a move to regularize the service and give it a more befitting structure based on aptitude and Educational Qualification. This new administrative system of ranking affected both new intakes as it based placement of newly recruited staff on educational qualifications, it also affected some serving officers who were on level 8 and above, and had their ND/HND, but didn't have university degrees. Hence, they were demoted and denied the privilege of being called Officers. This new system of ranking also created a disparity between holders of HND degree who feel they should be at parity with their BSC counterparts. The affected officers were assigned a separate cadre, with separate badge of rank and a terminal point at grade level 14. They, however, opined that this action killed their morale and it did not take into consideration the number of years some them have put into the service and the experiences acquired over the course of their duties.

Furthermore, a low-morale, apathy to work, lack of loyalty, decline in patriotism and other forms of social vices prevalent in the Service are to a large extent attributed to lack of discipline among the workers and the laxity on the part of those entrusted with discipline in the organization. Even when such actions are taken, they are loosely or wrongly applied

and often based on sentiments. This unfortunate situation created a bad blood which later culminates into unnecessary acts of defiance or insubordination. The cumulative effects of these different scenarios aforementioned therefore brought about a systematic breakdown of discipline which is the backbone of any paramilitary organization (Gary Sheffield). The rate of indiscipline is so alarming that even 'junior' workers display a lot of gross misconduct and misdemeanour contravening the laid down Public Service Rules and regulation. There is also total disregard for respect of superior officers, punctuality to work, negligence of duty absenteeism, and so on.

1.2 Objective of the Study

The broad Objective of this study is to investigate the relationship between the Inspectorate Cadre ranking system and the decline in discipline, professionalism and work performance in the Nigeria Immigration Service. The specific objectives of the study are to:

- examine the level of indiscipline in the Nigeria Immigration Service
- investigate the relationship between the Inspectorate Cadre ranking system and the breakdown of discipline
- identify the effect of indiscipline on employee's morale, work performance and service delivery
- suggest a viable alternative to the Inspectorate cadre ranking system as a way of forestalling the breakdown of discipline in the service.

1.3 Hypotheses of the Study

This research and analysis are based on the following basic assumptions through which data would be sourced. These assumptions were formulated based on the objectives of the study which are:

H₀: There is no significant relationship between indiscipline and the Inspectorate Cadre ranking system in Nigerian Immigration Service.

H₁: There is a significant relationship between indiscipline and the Inspectorate Cadre ranking system in Nigeria Immigration Service.

H₀: Indiscipline has no effect on employee's morale, work performance and service delivery.

H₁: Indiscipline has an effect on employee's morale, work performance and service delivery

2. LITERATURE REVIEW

2.1 Theoretical and Conceptual Framework

This research work will be anchored on the Max Weber's work about Bureaucracy, translated into English in 1946. It was one of the major contributions that have influenced the literature of public administration. Thus we use the word "bureaucracy" to refer to the power of the office. "Bureaucracy" is rule conducted from a desk or office, i.e. by the preparation and dispatch of written documents and electronic ones. Weber (1946) presents bureaucracy as both a scientific and generic model that can work in both the public and private sectors. One of the points of argument of this theory was evident in Max Weber's rational-legal authority, which became the defining feature of organizational structures, especially government bureaucracies, to this day. It steered organizational setups to rational based considerations, which are in line with the science of administration idea. In other words, Weber's bureaucracy consists of the traditional way of thinking in public administration that relied on the same 'ingredients' to reform public administration based on the science of administration.

Key features of the ideal type of bureaucracy that Weber presents are division of labour, Hierarchical order, written documents, well-trained staff and experts, full working capacity of the officials, and application of impersonal rules. Every theory is born refuted. Looking at the ingredients of bureaucracy may not, always, help organizations to reach its ideal work or the most efficient performance. Crozier (1964) argues that some of the bureaucratic characteristics including the impersonal rules, hierarchy, and centralization of decision-making might lead to the inability of the organization to correct or change its behaviour by learning from its previous mistakes while serving the society. In fact, work within bureaucracy has to be divided rationally into units that can be undertaken by individuals or groups of individuals in a diligent manner. The hierarchical order is necessary for separating superiors from subordinates whereas impersonal rules are meant to ensure that bureaucrats are confined to prescribed patterns of conduct or performance imposed by legal rules. The rules are meant to facilitate a systematic control of subordinates by their superiors, thus limiting the opportunities for arbitrariness and personal favouritism. The operations of the bureaucracy exclude irrational feelings and sentiments in favour of the detached, professional expert. Therefore, one may deduce from the foregoing that Weber believes that organizational goals can be attained if there is a science of administration which separates facts from values.

2.2 The Inspectorate Cadre Ranking system

Recruitment and appointment into the Nigeria Immigration Service spans four Cadres (Comptroller, Superintendent, Inspectorate and Assistant Cadre) depending on educational qualifications at the point of entry in addition to physical fitness and other requirements as prescribed by law. These Cadres serve as a representation of the administrative structure and regimentation of the service where strict hierarchical discipline is enforced among all ranks. It also reflects seniority

within the cadres in such a way that junior officers must pay compliments by salutation to senior officers as the case may be. The Inspectorate Cadre ranking is given below:

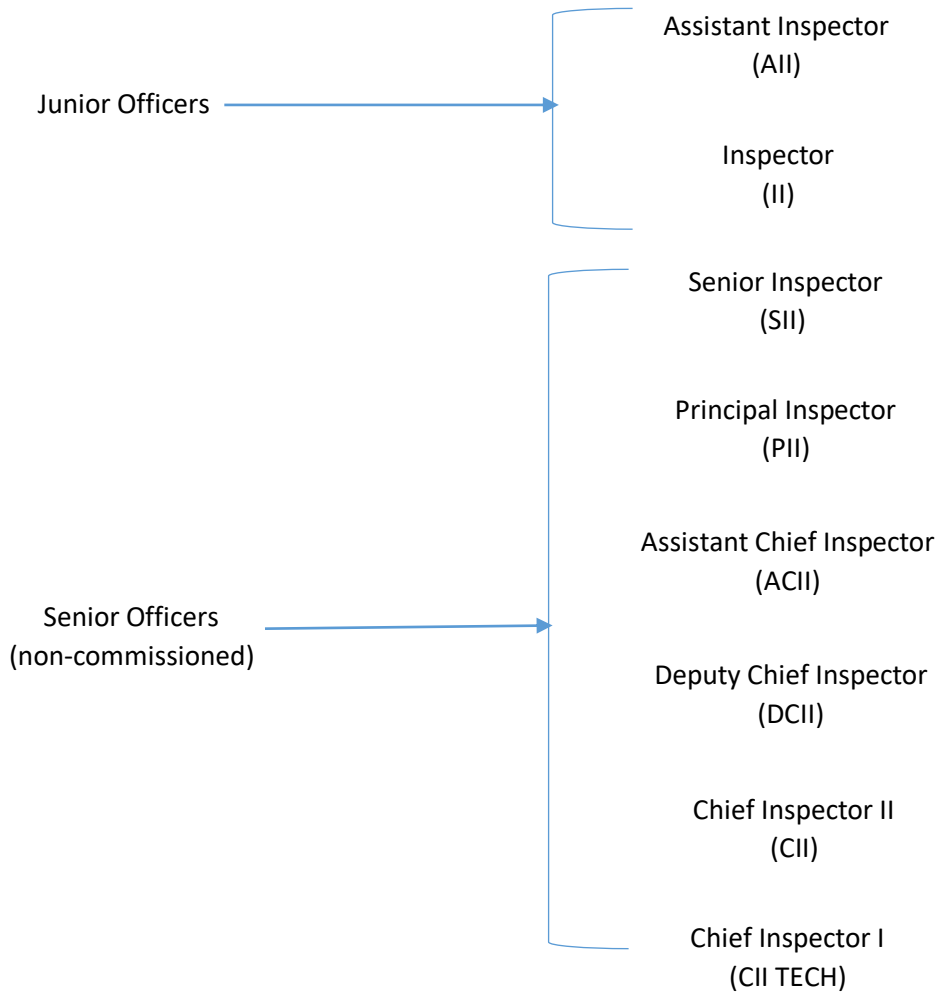


Fig1: The NIS Inspectorate Cadre ranking system

2.3 Paramilitary Discipline, Professionalism and Ethics

Paramilitary discipline can be defined as the state of order and obedience among personnel in a paramilitary organization and is characterized by the men's prompt and willing responsiveness to orders and understanding compliance to regulation. Often, non-military members view all uniformed and armed services as organizations that have a very strict set of rules where it takes an enormous amount of discipline to thrive. According to Nigeria Immigration Service basic course training handout; paramilitary ethics are regarded as comprehensive rules of conduct recognized in the service. It embraces moral systems enviable tradition of discipline and all those mentioned above in the discharge of our statutory functions or duties. Furthermore, it entails the behaviour of officers towards one another and to the public at all times. Paramilitary ethics can also be seen as broad norms that delineate how public servants should exercise judgment and discretion in carrying out their official duties.

Establishing and enforcing standards and discipline is the key to an organization's overall success and should be treated in such a way that every member of the organization understands those standards and that they are committed individually and collectively to those standards. If you can find an organization which is highly successful in combat, chances are they are one that has high standards and have strong enforcement of discipline at every level.

2.4 Relationship between Discipline and Employee Performance

Daft (2000), defined organizational performance as the organization's ability to attain its goals by using resources in an efficient and effective manner. While discipline is necessary in many occasions, he argues that managers should dispense it carefully to avoid the employees involved from "giving up" on an attitude of high performance. Chien (2004) echoed that, successfully managing the balance between discipline and high performance is a combination of manager and employee personalities, workplace situations, pressures, as well as effective management techniques and strategies. The goal of progressive discipline is to improve employee performance. This line of thinking was further substantiated by Grote (1995) argued that there is a synergy between discipline and corporate performance. He noted that performance feedback is of great influence to the disciplinary system as it holds employees accountable for their actions. In analysing the relationship between discipline and performance Grote come up with a Performance Assessment Guide (PAG) which stresses emphasis on a number of factors, first the guide emphasizes that the organizations need to make sure that job standards are communicated, employee receives feedback on performance and job standards are achieved.

3. METHODOLOGY

3.1 Sampling and Data Collection

To quantify the relationship between the inspectorate Cadre ranking system and the decline in discipline, professionalism and work performance, a quantitative research was conducted in the Nigeria Immigration Service, Osun Command. In light of the suggestion of YaroTamane, (1967) formula for calculating sample size, we have utilized sample of 176 Officers and Personnel of the Nigeria Immigration Service, Osun Command across the various sections. The instrument for the collection of data was tagged "Relationship between Inspectorate cadre ranking system and Indiscipline, Work Productivity and Performance Questionnaire (RIIWPPQ)". It was developed using the Likert's five points scale questionnaire (Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree). The questionnaire was designed by the researcher to solicit responses from the subjects in the study sample population.

3.2 Data Analysis

The quantitative data generated from the responses of the respondents to a close structured questionnaire were analysed by the use of descriptive statistics vis-à-vis frequency tabulations, percentages, mean and standard deviation, via a suitable computer software program. The data were used to evaluate the relationship between the Inspectorate cadre ranking system and breakdown of indiscipline in the Nigeria Immigration Service, Osun state command. It helped the researcher to draw conclusions and have a good understanding of the relationship that exists between the variables in the study: Inspectorate cadre ranking of in the Nigeria Immigration Service and its implications on Discipline, productivity and work performance. Secondly, the Hypotheses were evaluated with the use of the chi-square statistical tool of non-parametric testing. It can be used to test the significance of different observed and expected values and for determining the relationship between variables amongst other applications. The decision rule state if 'X²' calculated is greater than 'X²' tabulated, the null hypothesis should be rejected and the alternative hypothesis should be accepted and vice versa.

4. RESULTS AND ANALYSIS

The data collected using the questionnaire instrument, was self-administered to a total number of 176 respondents, mainly serving officers of Nigeria Immigration Service Osun command across all the four cadres. 171 (97.2%) questionnaires were returned while 5 (2.8%) copies were not returned. Research questions were treated using descriptive statistics, while research hypotheses formulated were tested using inferential statistics (chi-square test) at 0.05 level of significance.

4.1 Data Presentation

The results were tabulated and analysed with the aid of Microsoft Excel software (see table 1). An additional two columns were generated by adding the percentages of 'strongly agree' and 'agree' to become percentage positive responses. While the addition of 'strongly disagree' and 'disagree' percentages gives the percentage negative responses in the second column (see tables 2-5). A series of bar column charts were then generated for visual analysis (see figures 1 – 4).

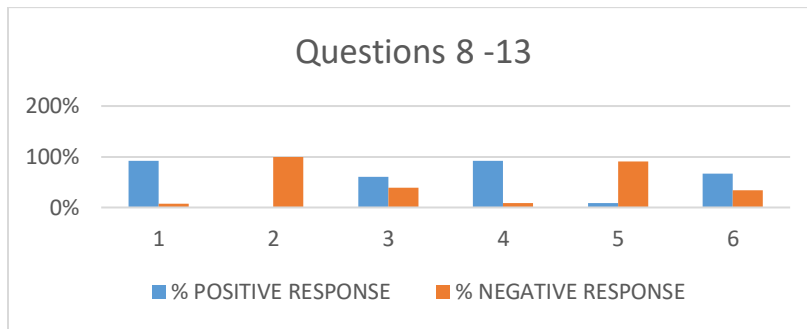


Fig 2: Factors responsible for the breakdown of discipline

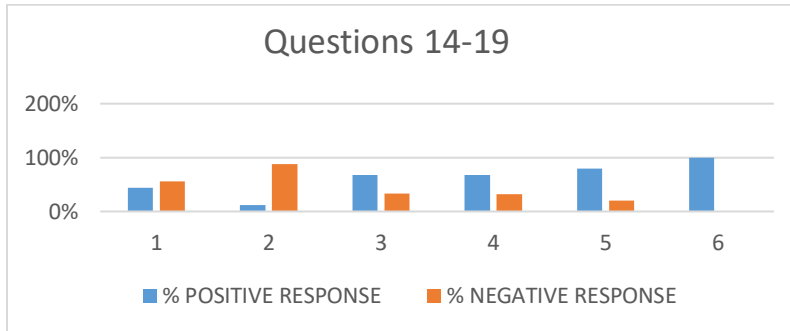


Fig 3: Relationship between the Inspectorate Cadre ranking system and the breakdown of discipline

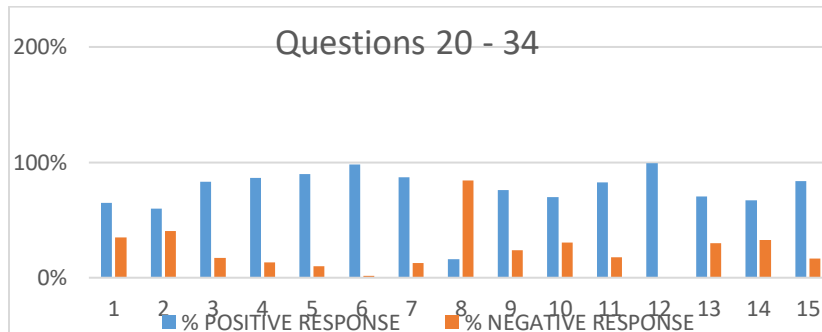


Fig 4: Effects of indiscipline on employee’s morale, work performance and service delivery

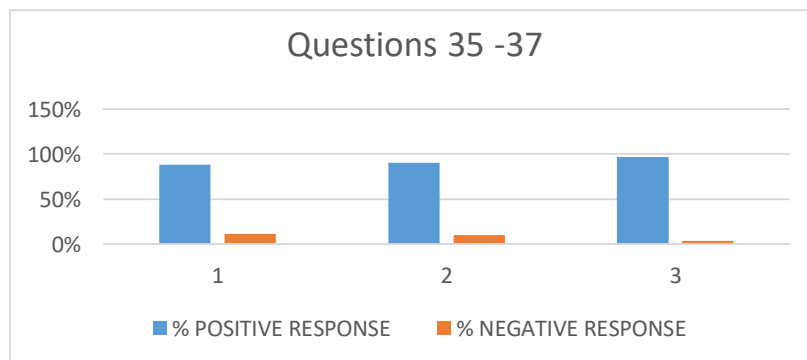


Fig 5: Remedy to the Inspectorate Cadre ranking system

4.1.1 Hypothesis Testing

The two null hypotheses raised in this study were tested using inferential CHI-SQUARE statistical method, at 0.05 level of significance.

4.1.2 Hypothesis One

H₀: There is no significant relationship between indiscipline and the Inspectorate Cadre ranking system in Nigerian Immigration Service.

In testing this hypothesis question 14 is selected

VARIABLE	F0	FE	FO - FE	(FO-FE) ²	$\frac{(FO-FE)^2}{FE}$
STRONGLY AGREE	56	44.4	11.6	134.56	3.03063031
AGREE	20	31.5	-11.5	132.25	4.198412698
DISAGREE	44	55.5	-11.5	132.25	2.382882883
STRONGLY DISAGREE	51	39.4	11.6	134.56	3.415228426
Total	171	170.8			13.02715464

χ^2 Calculated = 13.03

Level of significance = 0.05 and degree of freedom (4-1) (2-1) n=3

Therefore, χ^2_c is equal to 7.815

CONCLUSION: since χ^2 calculated (13.03) is greater than χ^2_c (7.815), the null hypothesis is rejected and the alternative hypothesis is accepted as stated above.

4.1.3 Hypothesis Two

H₀: Indiscipline has no effect on employee's morale, work performance and service delivery.

- In testing this hypothesis, question 28 was selected

OPTION	FO	FE	FO-FE	(FO-FE) ²	$\frac{(FO-FE)^2}{FE}$
STRONGLY AGREE	62	72.75	-10.75	115.5625	1.588488
AGREE	68	50.75	17.25	297.5625	5.8633
STRONGLY DISAGREE	28	36	-8	64	1.777778
DISAGREE	13	11.75	1.25	1.5625	0.132979
TOTAL	171	171.25			9.362545

χ^2 Calculated = 9.36

Level of significance = 0.05 and degree of freedom (4-1) (2-1) n=3

Therefore, χ^2_c is equal to 7.815

CONCLUSION: since χ^2 calculated (9.36) is greater than χ^2_c (7.815), the null hypothesis is rejected and the alternative hypothesis is accepted as stated above.

5. DISCUSSION AND CONCLUSION

5.1 Discussion

The aim of this research study was to determine the relationship between the Inspectorate Cadre ranking system and the decline in discipline, professionalism and work productivity. The chart in Figures 2 – 5 shows the percentage positive and negative responses, as depicted by the blue and pink colour codes respectively for the research questions formulated in the research questionnaire instrument. The major finding of the study reveals that the problem of breakdown of discipline, productivity and work performance in the Nigeria Immigration Service is related to the Inspectorate cadre ranking system as referenced from the results of the hypotheses testing. Although, some other factors were noted to have been responsible for this decline in work performance and productivity. Some of these factors are, but not limited to, recruitment styles, training and re-training programs, decaying moral and ethical standards and corruption generally. Also, inability to synergise effectively due to dearth of leadership has been found to have impacted negatively on the cordial relationship among staff and between superior officers and their subordinate. The end effect is the ineptitude or lookwarm attitude to work by the staff. In other words, the staff has no confidence on the management as an un-bias umpire. This has greatly affected their work performance.

5.2 Conclusion and recommendation

Employee discipline is an important and indispensable instrument in enhancing organizational performance. Effective disciplinary system has positive impact on employee and overall organizational performance because discipline serves as a viable means of improving employee performance, it directs employee behaviour towards the accomplishment of organization goals as well determine workers adherence to rules and regulations in an organization. In fact, there is significant relationship between discipline and improvement of employee performance in the military and paramilitary organizations. Invariably, effective disciplinary system is an effective means of enhancing productive employee performance in an organization. In paramilitary agencies, however, gross indiscipline among Officers and their subordinates would always have negative implications on the organization productivity. Hence, there is need to devise a good disciplinary system and standards ethics which will in turn enhance personnel motivation, regulate their conduct to reflect high professionalism, thereby enabling the organization in achieving the purpose for which it was put in place. Likewise, employee performance and commitment to the organization, can be stimulated through a reward mechanism in place to ensure high standards of disciplined. The study also conclude that corruption is capable of undermining the effectiveness of successful implementation disciplinary and ethical standards required of officers of the Nigeria Immigration Service and their paramilitary counterparts. In addition, it was discovered that Political interference and affiliation, Favouritisms and patronage system reduce the extent to which some erring workers are punished for acts of misconduct in the public sector. Evidently, this is one of the major factors affecting productivity and effectiveness in most public or government organizations.

5.2.1 Recommendation

As a matter of urgency, the dichotomy existing among Bachelors (BSC) and Diploma (HND) degree holders should be abolished in line with government directives. Consequently, the disparity in certificate with regards to seniority and appointment of office and duty should be removed. This way, the career progression of BSC/HND should henceforth be the same. However, strict discipline and high ethical standards, befitting of an Immigration officer should be instilled through training, without prejudice to tribe or religious affiliations. The 'senior' Inspectorate Cadre ranking system (GL 08 and above) should be erased and personnel on this present ranking system should be absorbed into the Superintendent cadre after having successfully completed training. Nevertheless, these categories of person must have proven beyond reasonable doubt that they are befitting of their conversions. Misconducts and misdemeanour of Officers and personnel should not always be hastily discarded without careful scrutiny and anybody who is culpable should be sanctioned appropriately to serve as a deterrent to others. Records must also be maintained to document disciplinary cases and should often be referred to for promotion and other incentives. The Nigeria Immigration Service should as a matter of urgency imbibe a system of maintaining high standards of professionalism. This can be achieved by recruiting only highly qualified staff with the requisite skills needed in the service. Also, a system of patriotism should be encouraged over skills or expertise. The attitude of senior officers giving preferential treatment to some employees; maybe because of religious or tribal affiliation must be eradicated.

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