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DISCIPLINE AND ORGANIZATION EFFECTIVENESS: A STUDY OF NIGERIA CUSTOMS SERVICE

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Abstract

The objective of this study is to examine the role of discipline on organizational effectiveness in the public sector with specific reference to Nigeria Customs Service. The main issue that was explored is to establish if there is a relationship between discipline and personnel's performance and effectiveness in NCS. The Nigeria Customs Service was carefully selected as a reference because of its performance in recent time. In order to achieve the research objectives, an in-depth literature review through content analysis. The researcher employed the descriptive survey and case study design to examine the role of discipline as been practiced at the Nigeria Customs Service. A simple random sampling method was used to draw a sample of one hundred and fifty (150) respondents from Nigeria Customs Service Ikeja Command. Data was collected by means of self-administered questionnaires. Similarly, the chi-square goodness of fit statistical technique was used with the aid of excel spread sheet. The findings revealed inter alia that, there is a need to keep high standard of discipline in an organization. It also revealed that one of the causes of high disciplinary cases in the Nigeria Customs Service is blamed on godfatherism and favouritism. The study recommends that the organizations should maintain records of disciplinary cases, new employees should know the objectives and goal of the organization and should also be acquainted with the rules and regulations governing the organization. The study therefore, concludes that discipline should start by having self discipline and discipline should not be seen as punitive measure but also as a means to correct and enforcement of standards in the organization.

Keywords: Behavior, Efficiency, Performance, Service Delivery, Nigeria

Introduction

Organizations, in any context, are made up of groups of people and individuals who are interdependent, and work together to achieve organizational goals and objectives. Therefore, these people interact with one another on a daily basis to fulfill their job-roles and to contribute effectively to their organizations. However, individuals enter the workplace with their own unique abilities, attitudes, values and perceptions, and this in itself can be a source of conflict in any organization (Knight & Ukpere, 2014). In the same vein, in a formal organization or establishment, as a result of conflicting interests, and acquisitive nature of some people, the behavioural attitudes of such people is deviant from the ethos, rules and regulation of the organization.

Needless to say, a fair degree of predictable behavior is needed from individual(s) for the achievement of organizational goals and objectives. One of the means in ensuring decorum, progress and effectiveness in organization is discipline. Where there are no proper disciplinary procedures for erring officers there will be a dislocation of effective organizational functionality.

An organization is not set up in a vacuum but made up of people who have aspiration, and ambitions which they would also want to achieve while in the organization. In trying to accomplish its objective an organization should also put the people into consideration by providing good service condition, salary and conducive work environment etc. Agba & Abubakar (2013) posit that When things are put in proper place, the people will have no reason not to put in their best for the achievement of the set goals and objectives of the organization The behavior of every human being is function of his certain needs, and motives. Because of the unpredictable nature of man, it is not easy to determine what in the nature of human beings makes them behave in certain ways (Schein 1983).

The Customs Service of any country means a lot to it. Its ancillary function as a security watchdog helps to prevent harmful products like arms from being brought into the country, in addition to preventing smuggling in either banned goods for the protection of cottage industry or barring unscrupulous people from bringing in goods without paying stipulated duties. Above all, it is the constitutional function of generating revenue to the nation that the Nigeria Customs Service derives its significance. Based on the aforementioned, the service has over the years undergone series of reforms in order to change the face of the organization to meet international best practice. It is incontrovertible to say that the Nigerian public often sees the Customs service as a hotbed for corruption and lassitude. Most of the young men and women being recruited into the organization came with the aim to make money because of the parochial believe that when you are customs personnel is sure way to become rich. This is the reason why most of these erring officers have been dismissed from the service prematurely. One of the guiding principles of any organization which bears arm is "Discipline" and the Nigeria Customs as a paramilitary agency is not exceptional. Discipline of its officers is very central and essential for its day-to-day operation if it must achieve its objective by contributing to the socio-economic development of the country.

Statement of the Problem

It is generally believed and indeed the fact cannot be denied that the Nigerian Society like other African countries is plagued with several chronic problems which have adverse effects on the national life. Over five decades of independence the country is still grappling with efforts to overcome certain ills or cankerworms which have continuously constituted immense danger to national pride, identity, devotion and selfless service and above all, societal discipline and sense of direction.

Nigerian public service is beleaguered with bribery and corruption, attitudinal problem, inefficiency, economic sabotage, nepotism and favoritism, disrespect for law and order, parochialism and others which list are in exhaustive. The Nigerian Customs Service as a subset of the public service is not immune either, this account for why there is insufficient and ineffective leadership and staff supervision and control because some custom officers have godfathers or political backings that support indiscipline and promote mediocrity instead of meritocracy. This has also resulted into lack of commitment of personnel to the goals and objectives of the service, insufficient delegation of authority by some senior officers have also affected the organization effectiveness.

It was because of these deviant characteristics that have permeated the public service Obasanjo's administration enacted the anti-corruption laws and anti-graft agencies to eradicate or reduce the rate of corruption, indiscipline and other vices in our national life. But despite all these, it appears that most public and private organizations in Nigeria including Nigeria Customs Service (NCS) are facing this problem of indiscipline. This Indiscipline comes in various forms such as absenteeism, carefree attitude at work, late coming to the office, leaving the office before the closing hours, lack of dedication, stealing of government properties, insubordination, loitering, and animosity, the list are in exhaustive. It is because of the adverse effects of indiscipline on the staff performance and organizational effectiveness of Nigeria Customs service that this study was considered necessary and imperative.

However, several writers that have presented their arguments on the concept of discipline such as Ajumogobia (2007), Mohammed (2013). Fagbohunge (2006) etc cited in this study tied discipline to strict adherence to rules and regulation or when workers are expected to cooperate and behave normal way. Their arguments from all indication look narrow because they de-emphasized on the issue of self-discipline which has a superior impact than a discipline that is enforced in an organization. This kind of discipline evolves through organization's positive and impactful policies, staff motivation, recruitment persons with high moral integrity, good upbringing among others. Also, they failed to look at the organization culture which is about the belief system and values held in the organization by its members.

Objectives of the Study

The main objective of the study is to look at the role of discipline in organizational effectiveness with specific reference to Nigeria Customs Service (NCS). Other objectives include:

To determine the extent to which indiscipline has influenced the performance of officers NCS.

To Identify the causes of staff indiscipline in NCS.

To identify if transparent disciplinary procedures could abate indiscipline in NCS.

To determine if the relative enforced discipline is more effective than self discipline in the Nigeria customs service.

The following three hypotheses were tested for the purpose of this study.

H0: There is no relationship between effect of indiscipline and officers performance and effectiveness in NCS.

H0: Transparent disciplinary procedures cannot abate indiscipline in Nigeria Customs service.

H0: The relative enforced discipline is not effective than self discipline in the Nigeria Customs Service.

Conceptual and Theoretical Framework

In social and management sciences research, in order to avoid ambiguity in the interpretation and understanding of certain terms, it is imperative to start an academic exercise of this nature by combing the conceptual and theoretical contours of the subject matter of analysis. Though, consensus may not be achieved on a universal definition of discipline. Nonetheless, it is an exercise worth pursuing if only to sketch the parameters of the subject matter (Victor & Maurice, 2012).

Discipline is understood differently by people. While some people view it as a punitive measure or chastisement, which generates fear, reproach when one is involved in a wrongful act, others look at it as orderliness and conformity to rules and regulations etc. In order to clarify these differences in view or notion of people, an attempt will be made in this section to explain the concept discipline with the help of definitions of some authorities and explanation by the writer on the subject.

Knight (2014), defines discipline as a pattern of behavior which can be traced back from a particular training. This behaviour is portrayed by a person in order to demonstrate his personal traits. An employee, for example reflects a particular behaviour in a workplace situation and his behavior contributes towards attaining his or her goal at the organization. Dumisan, (2002) define discipline as a system of rules and mechanism for ensuring that disciplinary codes are followed. This implies that every organization has its rules and regulation “dos and donts”. Observance of these sets of rules in itself is discipline.

But in the view of Ajumogobia (2007) in a seminar presentation assert that discipline in the work place does not mean strict and technical observance of rules and regulations for the survival of the organizational system. Rather, it implies a situation where workers are expected to cooperate and behave in a normal and orderly way, as any reasonable person would expect an employee to do. This has become imperative since the goal of every organization or establishment is to enhance workers' satisfaction that would lead to higher productivity and profitability. This can only be realized where there are sets of rules and regulations that would govern the conduct of people at work. The absence of these rules and regulations will lead to anarchy, workers dissatisfaction which is antithetical to the basic principles that informed the establishment of

such an organization in the first place. Workers who display unethical behaviour are capable of infesting others with good morals (Vonai, 2013).

Training in whatever capacity teaches one self-control, character, orderliness of efficiency thus portraying the purpose of discipline as being to regulate ones behavior so as to direct it toward achieving the best for the individual, therefore it is a formal managerial control device (Cole 2002). This is the treatment that one is given in order to have one's behavior corrected or changed. From this perspective, some people have associated discipline with the correction or behavior in a complicated way either through the offer of rewards for good behavior to achieve conformity. This is confirmed by Halloran (1981) who advance that the word 'discipline' and the word disciple share the same root origin, which means to 'teach' or to 'mould' as such to him true discipline should teach or mould. Megginson quoted in Torrington and Chapman (1979) observed that in regard to organizational behavior discipline implies keeping order and control among a group of workers by using methods that build morale, esprit de corps and obedience which is one of the most basic demands in organizational structures. If these standards of behavior are to be effective, members of the organization have to accept and adhere to them. To buttress his view Megginson suggests that in looking at employment issue, it is appropriate to limit considerations of discipline to three areas of meanings thus:

- (i) **Self Discipline:** Concerned with self-control of the individual to adjust to certain need and demands.
- (ii) **Esprit de Corps:** Concerned with orderly behavior within group.
- (iii) **Judicial Process:** Concerned with monitoring performance and applying correctives to avoid future occurrence of an undesirable act.

Thus the organization should be concerned with self-discipline, group-discipline and efforts should be aimed at keeping the staff always in line with organizational goals. Bramblett (1961) views discipline as orderliness, that is, the opposite of confusion. A fundamental requirement for the people working in a plant just as it is for other segment of the society. He explains further that, discipline does not mean strict and technical observance of rigid rules and regulations. It simply means working, cooperating and behaving in a normal orderly way as any reasonable person would expect an employee to do.

Odiagbe quoted in Ohaechesi (1998) looks at discipline as "normals of behavior or codes of conduct based on principles of natural justice which modifies or controls behavior to reduce misbehavior and makes goals accomplishment possible. This point shared by Harris (1976) who believes that discipline is "the process of training workers so that they can develop self control and become more effective in achieving organizational goals". He goes further to say that "the purpose of the supervisory imposed disciplinary process in the development and furtherance of the type of performance from the individual employee that will be conducive the achievement of organization goals.

The key word with these two scholars is goal, thus discipline is seen as a tool whose effective use can result in the realization or accomplishment of organizational goal. Harris (1976) argues that both positive reward and negative penalties could be used to encourage the desired behavior. He sees discipline as giving reward or punishment. To him discipline should be visualized as the

development of the ability to analyze situations to determine what the correct behavior is and to decide to act favourably in advance receiving specific reward or penalties.

Katz and Kahn (1978) postulate that discipline could simply be regarded as orderliness, sanction, punishment, stability. Corroborating the view of Katz and Kahn, Vonai (2012) sees discipline to include control, regulate, loyal, moral, dutiful and company conscience. From these two scholars view points, the former definition did not see discipline from the management perspective and thereby narrowed it to the society while the latter was more elaborate but no exhaustive. The concepts act and the discipline seem to intertwined. An employee is disciplined not because he or she is bad but because he/she has committed a particular act. Thus, discipline is directed against a particular act not against the individual. Victor and Maurice (2012) views discipline as the use of penalties to make people obey orders and live up to the game and that when people break the rules they are brought to see the error for improving performance by applying some form of punishment. Furthermore, in respect of organizational behavior, discipline is viewed by the behavioural scientists “as a process in which organizations have to establish goals because it is dynamic and an ongoing process, one person’s action affects others and group (Odiorne, 1971).

Discipline also refers to punitive actions or measures taken by an organization against erring worker, it is punishment for wrong doing by an employee. Discipline has some purpose which includes correcting the erred employee, re-directing of staff to the set objectives and to prevent future occurrence of such misdeed by either the affected staff or the prospective victim. It serves as a preventive and deterrent measure against diversion of attention and goals. Disciplinary measures are guided by basic principle so as to accomplish its desired purposes. This guide needs to be followed judiciously to avoid a boomerang. The principles should be spelt out in writing and properly communicated to all employees. Often time these are contained in the general staff rules and regulations. All employees affected by a particular disciplinary measure should be stated. Organization is expected to stipulate the standard of performance attainable and the rules employees are expected to conform to (Muhammad, 2013).

Discipline is action taken against an employee for violating established rules. Discipline is occasionally necessary to maintain employee performance. He adds that, in general, the best discipline is self-discipline, the biggest challenge of management will be developing self discipline among the subordinates. Once employee understand what is expected of them, they will perform satisfactorily, (Bedeian 1987).

Types of Discipline

There are different types of discipline. It is the specific function discipline performs that determines its type. The following types include: Preventive Discipline, Corrective Discipline and Progressive Discipline

Preventive Discipline: It is regarded as preventive when organization design and put in place programmes or measures that discourage or dissuade organizational members from coming late, absenteeism, redundancy, disobedience to superior officer, insubordination among others. Preventive discipline is meant to prevent violation or deviation. Therefore, it is usually stated expressly without ambiguity in simple terms for the high and the low in the organization to understand the message. For example “Loitering during work hours is prohibited”.

Corrective Discipline: This form of discipline is an act against violators and nonconformist. It emanates as a result of organizational member flagrant disobedience to what the management frowns at in their rules and regulations or violating standards. While preventive discipline is preemptive in nature, corrective discipline is serves two purposes which are (i) to reform or discourage further violation by sanctioning the violator and (ii) to prevent future or forestall future reoccurrence of the undesirable behaviour among other employees (to serve as a deterrent). The tool of corrective discipline is penalty or sanction while the preventive discipline can be regarded as threat.

Progressive Discipline: It is a disciplinary system that employs the use of higher or stronger penalties for offences that are repeatedly committed. The penalty graduated from the minor to the major. As the offender repeats the same offence, the subsequent penalty increases in severity until it gets to the most severe. The number of times an employee can commit an offence and the number of level and nature of reprimand vary from one organization to the other. Most organizations do spell out what constitutes indiscipline and the procedure for penalizing erring employee. However, it should be noted that managers manage the number of times discipline is inflicted on employees by their supervisors. This is because there are instances where these are maliciously done (Dumisanl, 2002)..

Concept of Organizational Effectiveness

Organizational effectiveness aptly defined is the extent to which an organization achieves its predetermined objectives the given amount of resources and means without placing undue strain on its members. Since organization cannot function without the human element, it becomes very expedient for organization to give more attention to its employee and ensure they are given the right environment to operate. If the workforce is in effective it will have an overall effect on the production capacity of the organization (Armstrong, 2010).

In most contexts, effectiveness and efficiency are used synonymously. However, there exists a difference between them. Efficiency is related to the optimal use of minimum resources to achieve maximum output. It is a ratio of input to output and it is a concept that pertains to the internal workings of an organization. Effectiveness on the other hand is concerned with more with the human side of the organization values and activities. It is the ability of an individual to meet his or predetermined goal within the timeframe set for the job. An organizational effectiveness also transients to its external environment.

Determinants of Organizational Effectiveness in Disciplinary Actions

There are four major determinants of organizational effectiveness in disciplinary actions;

Careful Selection of Employees: Selection practice (something which occurs long before discipline becomes an issue) are significant in determining how an organization will function. Selection should be done carefully giving consideration to emotional maturity, sense of responsibility and personal integrity. Internal discipline within an organization is dependent on the characteristics of its individual member, therefore, disciplinary action appropriate in one organization may be inappropriate in another organization.

An Effective Motivational System: In well disciplined organizations employees are given positive incentives to be productive and live by the rules. Self-discipline employees who are highly productive, punctual observant of work rules and respectful of the rights of others are rewarded for their behavior. On the other hand disciplinary actions must be used to maintain standards of conducts and productivity in reversed situations.

Necessary Rules and Regulations: Rules once they have served their purpose should be thrown out. Rules should make sense to the employees to whom they apply. It should be noted that rules related to disciplinary action ought to be reviewed from time to time. There should not be too many rules (especially rules that seem unrelated to the job at hand) and regulations because it suggests to employees that they lack the intelligence and maturity for self-discipline. Where employees are too-rule conscious frustration and resistance to rule increase.

Awareness that Rules will be Enforced: Employees are more likely to conform to organization standard if they are confident they will be punished for failing to do so. Employees need the security and predictability of knowing work standards will be maintained.

Possible Causes of Disciplinary Problems

The possible causes of disciplinary problems in an organization are enumerated below; Aptitudes and Ability disciplinary problem due to aptitudes and abilities arise from inadequate mental ability, poor common sense judgment, inadequate verbal ability, inadequate quantitative abilities, and inadequate special aptitudes physical limitations, Knowledge and Skills, also inadequate knowledge requirements, inadequate general education, inadequate specialized education, inadequate job related skills can cause disciplinary problems.

Enforced Discipline versus Self Discipline

Discipline means systematically conducting the business by the organizational members who strictly adhere to the essential rules and regulations. These employees/organizational members work together as a team so as to achieve organizational mission as well as vision and they truly understand that the individual and group aims and desires must be matched so as to ensure organizational success.

A disciplined employee will be organized and an organized employee will be disciplined always. Employee behaviour is the base of discipline in an organization. Discipline implies confirming with the code of conduct established by the organization. Discipline in an organization ensures productivity and efficiency. It encourages harmony and co-operation among employees as well as acts as a morale booster for the employees. In absence of discipline, there will be chaos, confusion, corruption and disobedience in an organization (Rubin, 2010)..

Types of disciplinary Actions

Fairness requires that punishment should match the offence. In practice most managers tend to apply a limited number of disciplinary actions for which there is precedent within the organization. Some alternatives are;

Oral Reprimand: The most common and best severe form of punishment is the oral reprimand. Its intent is to communicate to employees in a mature, matter of fact believable manner that the behaviour in question is unacceptable and should not be repeated.

Written Reprimand: When oral reprimand is unsuccessful a manager may strengthen it by putting in writing. One copy to the offender and one for the file for future reference. In some instances an offender is required to sign the letter of warning. This is part of progressive discipline.

Job Transfer: Sometimes transferring employees in less desirable posts (not necessarily less earning) or shift serve as sufficient punishment for the bad conduct.

Disciplinary Layoffs: This is usually next to written warning in severity. A layoff can range for a few days or a week. Usually such layoff should not be in excess of one week. In Nigeria is often called suspension. Personnel experts are beginning to doubt its usefulness as a disciplinary measure because employees may return to work in an even nastier mood than when he left.

Demotion; This is among the less desirable forms of punishment although it is used occasionally. Demoted employee loses pay over a period of time. Losing pay over a period of time is a long slow form of constant humiliation. It causes employees to give up or lose motivation, thus becoming disgruntled. Such attitudes and behaviour harm rather than help the organization.

Reduced Compensation: This is called docking especially if it is done to pay for specific damages. For strictly legal reasons, if no other earned wages must be paid, so in many industrial situations employees are passed over for raises promotions and end of year bonuses as a result of undesirable behaviour or poor performance.

Dehiring: This is a practice that encourages an employee to resign as a popular substitute for hiring. It is less damaging to the offender's career and causes less disruption. Within the organization, examples of it are lack of promotion, consistent undesirable assignments and cold treatment from superiors.

Discharging: This is the industrial death sentence. When employees are dismissed both the employees and the organization are hurt. Few employees are discharged because of incompetence. Most causes are related to work habits. For example, use of alcohol and drugs or similar personality related factors. Correct procedures must be followed in discharge taking cognizance of "due process" (proper documentation in the employees file and opportunity for full defence of allegation) and just cause (proof of employees guilt)

The Customs and Management Act 2003, Part III Second Schedule which is an extract of the Public Service Rule clearly spelt out what is called "Offences against Discipline". In the extant regulation, punishments are prescribed to certain offences, it also include procedure at an inquiry, dismissal and the office responsible to enact the punishment. Some of the disciplinary actions in the customs service include; formal warning, interdiction, loss of pay among others.

Offences against discipline; any member of the Service (hereinafter referred to as "defaulter") who is guilty of an offence specified in the Second Schedule to these Regulations shall suffer punishment according to the degree and nature of the offence as may be awarded in accordance with these Regulations.

Procedure at an inquiry; The Comptroller-General or such other officer as the Comptroller-General may authorize, either generally or specifically in that behalf, shall inquire into any charge against a defaulter under these Regulations and shall, in any matter concerning such enquiry, have the power of summoning and examining witnesses on oath or affirmation and of calling for documents. (2) The enquiry may be adjourned from time to time. (3) In every such

enquiry where witnesses are examined on oath or affirmation, the proceedings and decision shall be recorded in writing.

Punishment; If, as a result of the enquiry conducted under regulation 14 of these Regulations, the charge is proved against a defaulter, the Comptroller-General or any officer authorized by him may; (a) impose in the case of a defaulter who is a senior preventive officer, preventive officer, or assistant preventive officer, one or more of the following; (i) admonition; (ii) severe reprimand or reprimand; (iii) a fine not exceeding N2;(iv) the withholding or deferment of an increment; (v) reduction in rank; (vi) dismissal in accordance with the provision of regulation 16 of these Regulations; (b) in the case of other officers, recommend disciplinary action against the officer, in accordance with the general disciplinary orders for the time being in force for members of the civil service of the Federation: Provided that a sentence of reduction in rank, dismissal or the withholding of any increment imposed under this regulation by any officer other than the Comptroller-General shall require the confirmation of the Comptroller-General.

Dismissal; (1) A defaulter may be dismissed under the provisions of regulation 15 of these Regulations only if the enquiry into the charge proved against him has been conducted in accordance with the following provisions-

(a) the defaulter shall be notified in writing of the charge upon which it is intended to dismiss him and the defaulter shall be given a full opportunity of defending himself; (b) if any witnesses are called to give evidence, the defaulter shall be entitled to be present and cross-examine such witnesses; (c) no documentary evidence shall be used against the defaulter unless he has previously been supplied with a copy thereof or given evidence thereto; (d) the enquiry into the charge shall be conducted by a superior officer not below the rank of superintendent; and (e) any sentence of dismissal shall, except in the case of an assistant preventive officer, require the confirmation of the Federal Civil Service Commission. (2) This regulation shall not apply to a member of the Service not holding a pensionable appointment.

Review; (1) The Comptroller-General may call for and examine the record of any enquiry into a disciplinary charge conducted under regulation 14 of these Regulations for the purpose of satisfying himself as to the correctness, legality or propriety of any conviction or award of punishment. (2) On reviewing any such record, the Comptroller-General may confirm, increase, mitigate, alter or annul any punishment awarded to a defaulter.

Appeal; Appeal against conviction in respect of a disciplinary offence under the regulations or against any punishment awarded therefore or against such conviction and sentence shall within seven days from the date of the decision thereof be- (a) in case of a defaulter of the rank of senior preventive officer and below, to the Comptroller-General, except in case of dismissal, the appeal in respect of which shall lie to the Federal Civil Service Commission; and (b) in case of all other defaulters, in accordance with the general disciplinary orders in force for the time being for members of the civil service of the Federation, and upon such appeal the punishment imposed may be increased, confirmed, reduced or annulled.

Desertion; (1) A member of the Service who is absent without leave for 21 or more consecutive days shall be deemed to be guilty of the offence of desertion, and shall be dismissed from the

Service. (2) A deserter's name shall be struck off as from the first day of such desertion, and when any member of the Service who has been struck off as a deserter returns and applies for reinstatement his case shall be inquired into and the reason for his desertion ascertained by the Comptroller-General or any officer authorized in that behalf by the Comptroller-General. (3) Where the explanation of the deserter is satisfactory, the Comptroller-General shall cancel the order of dismissal.

Interdiction; (1) If he deems it necessary in the public interest that a member of the Service should cease to exercise the powers and functions of his office instantly, the Comptroller-General may interdict from duty such member pending the hearing of any criminal charge or any enquiry into the conduct of such member under the provisions of these Regulations or any other offences of whatsoever nature, but such member shall not by reason of such interdiction cease to be a member of the Service. (2) The powers, privileges, and benefits of a member of the Service vested in an interdicted member shall, during his interdiction, be in abeyance, but he shall continue to be subject to the same authority and discipline as if he had not been interdicted. (3) Not less than half pay shall accrue to any member of the Service in respect of any period during which he is under interdiction awaiting trial which results in his conviction either for an offence against discipline or for any other offence. (4) If the proceedings taken against any member of the Service do not result in his dismissal or reduction in rank or grade, he shall be entitled to the full amount of the pay which he would have received if he had not been interdicted (Custom Acts, 2003).

Theoretical Framework

This research work will be anchored on bureaucratic theory. The Max Weber's work about bureaucracy, translated into English in 1946, was one of the major contributions that have influenced the literature of public administration. The word bureaucracy is derived from two words; "bureau" and "Kratos." While the word "bureau" refers to the office the Greek suffix "kratia or kratos" means power or rule. 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.

According to Weber, bureaucracy "is, from a purely technical point of view, capable of attaining the highest degree of efficiency and is in this sense formally that most rational known means of carrying out imperative control over human beings. The theory holds that the evolution of societies is facilitated by three types of authority identified as traditional, charismatic and legal-rational authority. It is the legal-rational type of authority that constitutes the basis of Weber's concept of bureaucracy and the foundation of modern civilization as it is premised on "a belief in the legitimacy of the pattern of normative rules and the rights of those elevated to authority under such rules to issue commands.

Key features of the ideal type of bureaucracy that Weber presents are division of labor, hierarchal 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 behavior 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 favoritism. The operations of the bureaucracy “exclude irrational feelings and sentiments in favor 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.

Research Methodology

For the purpose of this research work, the Survey design was adopted; the reason for selecting survey design is that this type of research design enables the researcher to elicit data from his or her subjects or observe them without any attempt to manipulate them. One hundred and thirty six (136) respondents formed the sample for the study. The sample had diversity in terms of rank, gender, experience, age and post among other variables. Questionnaire items were used to source data from the respondents. The respondents understood the items sought with regards to discipline and organization effectiveness.

Presentation and Analysis of Data

Test statistics of frequency and percentage were used to test the questionnaire while chi-square was used to test the validity of the hypotheses. The method of data analysis and interpretation would be based on simple percentage. Simple percentage entails using the diverse responses or answers from respondents in categorizing them and thereby drawing the representative percentage for each of the group. This is done in a multiple bar form and the responses are analyzed based on this percentage. In testing the appropriate decisions, the formula for chi-square distribution is given as:

$$X^2_c = \sum \frac{O - E}{E}^2$$

where.

X = Is the Greek letter “chi” which is pronounced “Ky” or “Kai”

X² = Chi-square calculated

∑^c = Summation notation (sigma)

O = Observed frequency

E = Expected frequency

The degree of freedom (df) will be calculated thus;

(n – 1) where

The expected value (E) will be calculated thus:

$$E = \frac{\text{Number of the observed frequency}}{\text{Number of variables}}$$

The chi-square test has a wide range of applicability. It is a non-parametric technique of hypothesis 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.

H₀: There is no relationship between effect of indiscipline and officers’ performance and effectiveness in NCS.

CELL	O	E	(O-E)	(O-E) ²	Σ(O-E) ² /E
Low productivity	52	34	18	324	9.52941
Bad attitude to work	34	34	0	0	0
Loss of man hour	31	34	-3	9	0.26471
Inability to attain organizational objective	19	34	-15	225	6.61765
Total	136				16.4118

$$X^2_c = \sum \frac{(O - E)^2}{E}$$

X² = 16.4

X² tab = X² tab x Df

X = 0.05, Df = (n – 1) = 4 – 1 = 3

At 3 d.f and assumed 5% (0.05) level of significance, the Chi-square critical/tabulated value X² t 0.95 = 7.815

Decision Rule/Criterion: If the chi-square calculated (X²c) is greater than the critical or tabulated value (X²t); reject the null hypothesis (H₀) and accept the alternative hypothesis (H₁) and then conclude that the research hypothesis is false, Reject H₀ and Accept H₁ OR Accept H₀ and Reject H₁.

Research Result: From the computation above, the chi-square calculated (X²c) is 16.41 while the chi-square tabulated (X²t) is 7.815. Thus, the chi-square calculated is greater than chi-square tabulated. On the basis of this, we can therefore reject the null hypothesis and accept the alternative hypothesis and conclude that there is a relationship between effect of indiscipline and officers’ performance and effectiveness in NCS.

Hypothesis II

H0: Transparent disciplinary procedures cannot abate indiscipline in Nigeria Customs service.

CELL	O	E	(O-E)	(O-E) ²	Σ(O-E) ² /E
Strongly Agreed	49	27.2	21.8	475.24	17.4721
Agreed	53	27.2	25.8	665.64	24.4721
Undecided	22	27.2	-5.2	27.04	0.99412
Disagreed	7	27.2	-20.2	408.04	15.0015
Strongly Disagreed	5	27.2	-22.2	492.84	18.1191
Total	136				76.058824

$$X^2_c = \sum \frac{(O - E)^2}{E}$$

$X = \underline{76.1}$

At 4 d.f and assumed 5% (0.05) level of significance, the Chi-square critical/tabulated value X^2_t 0.95 = 9.49 (See Appendix II: Chi-square Statistical Table).

Decision Rule/Criterion: If the chi-square calculated (X^2_c) is greater than the critical or tabulated value (X^2_t); reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1) and then conclude that the research hypothesis is false, Reject H_0 and Accept H_1 OR Accept H_0 and Reject H_1 .

Research Result: From the computation above, the chi-square calculated (X^2_c) is 76.1 while the chi-square tabulated (X^2_t) is 9.49. Thus, the chi-square calculated is greater than chi-square tabulated. On the basis of this, we can therefore reject the null hypothesis and accept the alternative hypothesis and conclude that transparency in the disciplinary procedures can check indiscipline among officers in Nigeria Customs Service

Hypothesis III

H0: The relative enforced discipline is not effective than self-discipline in the Nigeria Customs Service.

CELL	O	E	(O-E)	(O-E) ²	Σ(O-E) ² /E
Strongly Agreed	21	27.2	-6.2	38.44	1.4132353
Agreed	28	27.2	0.8	0.64	0.0235294
Undecided	15	27.2	-12.2	148.84	5.4720588
Disagreed	51	27.2	23.8	566.44	20.825000
Strongly Disagreed	21	27.2	-6.2	38.44	1.4132353
Total	136				29.1470588

$$X^2_c = \sum \frac{(O - E)^2}{E}$$

$X = \underline{29.15}$

$$X^2_{\text{tab}} = X^2_{\text{tab}} \times \text{Df}$$

$$X = 0.05, \text{Df} = (n - 1) = 5 - 1 = 4$$

At 4 d.f and assumed 5% (0.05) level of significance, the Chi-square critical/tabulated value $X^2_{t0.95} = 9.49$ (See Appendix II: Chi-square Statistical Table).

Decision Rule/Criterion: If the chi-square calculated (X^2_c) is greater than the critical or tabulated value (X^2_t); reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1) and then conclude that the research hypothesis is false, Reject H_0 and Accept H_1 OR Accept H_0 and Reject H_1 .

Research Result: From the computation above, the chi-square calculated (X^2_c) is 71.6 while the chi-square tabulated (X^2_t) is 9.49. Thus, the chi-square calculated is greater than chi-square tabulated. On the basis of this, we can therefore reject the null hypothesis and accept the alternative hypothesis and conclude that self discipline is more effective than the enforced discipline of NCS personnel.

Discussion of findings

The chapter is centred on the operationalization and analysis of data collected from the field in the course of the research exercise. The focus of the study is to beam a search light on the role of discipline on organizational performance and effectiveness. The Nigeria Customs Service (NCS) was used to carry out the research questionnaire administration, interview and field assessment. The study established that organizational discipline has a significant impact on organization effectiveness. From the findings, it was revealed that Nigeria Customs Service (NCS) like other security outfits is deeply rooted in discipline. As an organization that bears arm and meant to generate revenue to the coffers of government and to also police the nation's porous border, it must surely maintain high level of discipline.

The first hypothesis tested which stated the relationship between indiscipline and officers' performance and effectiveness. It was inferred that there is a strong tie between the two, which means indiscipline can mar employees' performance and effectiveness. The second hypothesis states if the transparent disciplinary procedures can abate indiscipline in Nigeria Customs Service. The test revealed that if impartiality is deployed in the handling of disciplinary cases, employees will have confidence in the system and will know that there is no sacred cow. Hence, cases of indiscipline will reduce. The last hypothesis invalidated the enforced indiscipline used in the Nigeria Customs Service which was enunciating during the erstwhile Comptroller General of Nigeria Customs Service and scored high self discipline. The outcome of the test inadvertently shows that a significant number of employees regularly discuss how unhappy they are with the current organizational atmosphere and many others exhibit poor attitudes. Morale throughout NCS is very low

In our discussion in review of relevant literatures, most of the arguments postulated by scholars is not different from what played out in the field study. According to the view of Megginson, he suggests that in looking at employment issue, it is appropriate to limit considerations of discipline to three areas of meanings which are self discipline, esprit de corps and judicial process. For an organization to maintain discipline, individual that makes up the organization

must first imbibe self-discipline, also the organization must command respect before the public and the legal framework for dispensing justice and handling disciplinary cases must be transparent.

Recommendations and Conclusion

The main aim of the research was to conduct an investigation on the role of discipline on employee's performance and effectiveness in the public sector with specific reference to Nigeria Customs Service. The research was able to enumerate some of the causes of indiscipline, and various ways in sanctioning disciplinary cases by the Nigeria Customs service. The real purpose of discipline is to encourage employees meet standards of job performance and to behaved sensibly and safely at work. Employees who cannot stay in line or measure up to standard are severed in such a way that they can clearly learn what acceptable performance and behaviour are, individuals and workforce adherence to constituted organizational standards in terms of job performance and personal behaviour influenced and maintained by discipline must be sacrosanct. Disciplinary actions based on set rules, regulations, policies and procedure must be enforced strictly. Based on the findings and conclusion, the following recommendations are projected: inductions and training that will acquaint the personnel and new entrants into the organization on the goals and objectives of the service must be taken as an important issue.

The attitude of senior officers giving preferential treatment to some employees may be because of religious or tribal affiliation must be eradicated. This brought about the issue of godfatherism which has made many of the personnel who found favour with senior officers in the public service to be unruly and put despicable behaviour. The enabling social factors that will promote self-discipline should stressed. This has to do with societal and family values.. Due social security gap that is high, most officers take home cannot actually take home, as such they indulge in nefarious activities just to make end. Hence, government should ensure that public servants are well remunerated in order to maintain high morale. Motivation of workers should always be on the front burner. Motivational may not necessarily mean financial rewards. Self discipline, Self actualization and job enrichment should also be exercised by the organization management. Disciplinary cases should always be hastily disposed 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.

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