

Organisational Culture and the Changing Face of Disciplinary Procedure in the Nigeria Public Service

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Abstract

The study examined organisational culture and the changing face of disciplinary procedure with focus on the Nigeria public service. The objective of the study was to ascertain factors encouraging indiscipline in the Nigeria public service. The theory X and Theory Y was adopted as the theoretical framework for the study. The study assumed that indiscipline has constituted a huge cog to organisational culture in the Nigeria public service. Secondary data were obtained from indexes of scholars' works on relevant literature through journal articles, books and papers. The study adopted the descriptive pattern of analyses. Findings revealed that despite several governmental efforts to preserve and promote public service rules in Nigeria, certain factors have constituted a changing face to the observance of organisational culture and disciplinary procedures in Nigeria public service and these factors include but not limited to excessive corruption, federal character principle, poor working condition, socio-economic and political factors. The paper suggested the way forward to curbing these challenges and concluded that government policies and reforms in the public services are still the best route to achieving high organisational performance and sustainable culture.

Keywords: Disciplinary procedure, organisational culture, public service rule

Introduction

The notion of organisational culture is fundamentally recognised in the Nigerian public service. For several decades now, reforms have occurred as well in the public sector that resulted in conflict of values within the context of organisational culture in the Nigeria public service. For several reasons, many organisations including the Nigeria Public Service have witnessed evolutionary trends in their culture from time to time to meet current standards of values. Thus, Katzenbach et al (2012) opined that such changes are meant to match organisational strategy with culture, focus on critical shifts in employees' behaviour, strengthen values integration, measure and monitor formal and informal inventions with the organisation. Despite organisation development strife, managements are still faced with the problem of managing personnel behaviour. This shortcoming has increased the rate of indiscipline and misconduct among employees in organisations. This in turn reduces organisational standard and efficiency. Osezua et al (2009) observed that the high level of indiscipline in the Nigeria Public Service is responsible for low productivity in government policies, programmes and desire. It interferes with the normal organisation process and goals (Apia, 2017). It has been observed that top management failure to exercise some of its authority over erring personnel occasioned indiscipline (Gomez- Mejia, 2010). It worths reminding that the third principle of the fourteen (14) principles of management of Henri Fayol borders on discipline; it perceives discipline as a core value for achievement of organisational goals smoothly.

One sure means to tackle employees' misconduct and indiscipline is the disciplinary action taken by the organisational management in accordance with the prescribed public service rules in Nigeria. Kabandize (2004) observes that enforcement of rules and regulations can bring an employee under control; and it is through management, disciplinary committee, supervisors that the public service rules are enforced. John (2020) suggested that observance of the public service rules is crucial to ameliorating indiscipline among the workforce in Nigeria.

Despite the fact that the Nigeria public service rules are still interesting, certain factors had emerged as circumstances prevailing over the actual application of the rules against defaulting employees. This has become noticeable in several public institutions. Iheanacho (2017) pointed out some factors like excessive corruption, poor remuneration, lack of working materials, conflict, policy inconsistency, etc as factors changing the face (preventing) of disciplinary procedures against employees' misconducts. Radivojevic and Radovan (2015) added to these factors that non-compliance with public service rules is inclusive; and conflict situation (Agbo, 2020). However, Richard (2011) suggested that resolving these issues could foster greater organisational mechanism for workforce productivity and efficiency. To this end, the study intends to critically review and proffer modern way forward in preserving and upholding organisational culture in the Nigeria Public Service sector.

Statement of the Problem

Rules in the Nigeria public service are as old as the emergence of administrative system which is now coupled with modernised standard organisational culture. Due to global changing system, government at all times had equally carried out several reforms in the public services in a bid to meet global standard for cultural values. Organisational management had been observed over the years always discipline erring workforce. Despite these efforts to tailor the public service workforce towards better service orientation focus, efficiency and productivity, there seems to be crucial challenges currently confronting public service organisations. It is against this backdrop that this paper is intended to review some of these changing faces militating against disciplinary procedure in the Nigeria public service. The paper therefore seeks to answer the following questions: Are there organizational culture and rules in Nigeria public service? Have there been disciplinary procedures in the Nigeria public service? If there are, how effective are their observations and implementation? Are there challenges confronting disciplinary procedures in Nigeria public service organizations? If there are, can they be tackled within the Nigeria today's political and administrative sphere?

Objectives of the Study

The objectives of the study are to:

- i. identify factors changing the faces of (militating against) disciplinary procedure in Nigeria public service;
- ii. ascertain the impact of organizational culture and discipline in Nigeria public service;
- iii. determine the disciplinary procedure as used in Nigeria public service; and
- iv. examine possible remedies for tackling indiscipline in the Nigeria public service.

Methodology

The study adopted the descriptive method where data were obtained from indexed of scholars' work on relevant literature through textbooks, journal articles, newspapers, publications, paper

presented during seminars and conferences. Desk analyses of the data were done to arrive at the conclusions.

Theoretical framework

Theory X and Y

This theory was propounded by Douglas McGregor in 1960 with a philosophical perspective to employee's behaviour in the organization. The X and Y are opposing perceptive views of the workforce in the workplace, culture and policies adopted by the organization in enhancing maximum performances. The theory X states that employees have an inherent dislike for work and will avoid it whenever it is possible, hence workers need to be controlled, directed, or threatened with discipline and punishment as a means to get them to obey organizational culture and rules and to achieve organizational objectives. With theory X, management role is to discipline employees according to organizational set rules and procedure.

On the other hand, theory Y states that workers are willing to work naturally and that when given the opportunity, employees will be self-directed towards achieving organizational goals; that workers are responsible, creative, capable and has the ability to work without any form of coercion. With the theory Y assumption, management role is to develop employees' potentials and create a conducive work environment for the employees to achieve set goals.

The application of the theories to disciplinary procedures in organization is to preserve culture, rules and obtain goals of every organization. Disciplinary actions are melted out only on employees that dislike or avoid work and those that deviate from organizational culture and rules put in place to guide, and direct workers towards organization goals achievement (Mustapha and Aimuan, 2019). It is through discipline that organizational goals are said to be achieved effectively and to serve as deterrent to others in the workplace. Whereas, where employees prove to be responsible, ready and willing to uphold organizational ethical standards, culture and rule at every given time within the provided work environment, disciplinary procedure will not surface. Management would rather motivate and improve on the work conditions so to attain a high rate of organizational performance and goal. Apalia (2017) observed that organizations which manage discipline well and treat employees like customers will definitely achieve better and higher employees' performance, improve its culture and retain best hands. Employee's discipline is a tool used to right the wrong in organization and a curative medication for only workers that warrant it.

Literature Review

The Concept of Organisational Culture

The philosophy behind the conceptualization of organizational culture varies among scholars across several disciplines. However, there seems to be common elements in understanding organizational culture because it is the centre of all aspects of the work-place life. It means the acceptable values, and beliefs within an existing organization. Hence, Chatman and Eunyong (2003), Slocum (2005) opined that organizational culture is a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behaviour. Schein (2009) in Igbayue (2020) views organizational culture as beliefs, assumptions, and values that are shared by group of persons as rules that guide their conduct, administrative procedures and custom within an organization. It is fundamental to note that such values have strong impact on the employees' behaviour and performances in most cases. This could imply that performance is

anchored on organisational culture, which is used as an effective control mechanism that regulate the workers' behaviour.

Lund (2003) in Igbayue (2020) defined organizational culture as shared ideologies or philosophies, attitude, values, beliefs, assumptions, expectations and norms. It is the collection of values, expectations, and practices that guide and inform the action of all team members (Kellie, 2020). This implies that the cultural element establishes the organisational framework for performance and interaction, hence, Lundlohm (2011) cited in Kellie (2020) noted that the context of culture in an organization provides a framework for regulations and interactions in the workplace. Heijes (2011) cited in Kellie (2020) also noted that culture in an organization is the widow of dynamism, cohesiveness, emergent and situationally adaptive framework that balance organisational settings for goals achievement. Culture has become a vital glue that holds a workplace together (Alvesson and Skoldberg, 2009).

Organisational culture is a set of rules and regulations, values and practices that are duly observed in organization, established to dictate the levels of workplace performance. To Rasak (2022) it is the reflection of the structure that separate one organization from another with common meaningful understanding of the norms by its members The rationale behind organization culture is to enhance a solid proven metric for successes in an organization. Organisational culture according to Needle (2004) cited in Rasak (2022) is the reflection of members' common values, ideals, beliefs and assumptions that shape behaviours of the organisational human resources. The perspective of Dasanayak and Mahakalanda (2008) indicates that organization culture is the very rational assets that an individual and organization require to build the goals of the organization upon for successful achievement. The very essences of organisational culture are what Rasak (2022) opined as to influence organisation faces and learn how to cope with external and internal challenges of the workplace; to influence employees' behaviour profoundly in a corporate culture (Tianya, 2015), so to establish appropriate behaviour models on self-evidence for members to take structural organisational permanence (Citeman, 2008). Furthermore, to Arnold (2005), the key role or functions of organisational culture are embedded in the description of how organization do things. The process is designated objective and targets (Bradley and Parker, 2001, 2006). It suffices to state that organisational culture function as a means of reducing organisational conflicts, control and coordinating organisational personnel performance, serves as a motivational tenet for employees which spur them into healthy competitive nature for the organization and as a means to reduce organisational uncertainty. Martins and Martins (2003) further buttressed that organisational culture play several roles that are vital to achieving organisational goals such as setting out distinction for an organization, different from other organization, enhancing social system stability for an organization, facilitating employees' commitment to the interest of the organization in a larger way than individual self-interest pursue; act as an identity to organisational members and can equally serves as control mechanism that can meaningfully shapes and guides the attitude, behaviours and actions of employees in achieving set goals for the organization. It is pivotal to understand that without a well laid culture, organization may not be able to achieve goals promptly and efficiently.

Disciplinary procedure

Disciplinary procedure simply reflects the set up standardised step-by-step comprehensive processes to be committed to as a means of situation for warning, reprimanding or dismissing an employee in an organization. The procedure is expected to be fair and just so as to prevent discrimination or other legal charges against the organisation. Discipline is an approach used by

an organization to modify undesirable performance and behaviour of an employee in order to inculcate the organisational culture, culture is handled as an integral sub-system within an organization that enable the workforce to adopt to the work environment (Igbayue, 2020) otherwise disciplinary action will be used to tailor the employees towards organizational cultures and rules. The disciplinary procedure is any adopted process that organization used to deal with employees' misconduct to align workers with the established organizational culture. Certain issues like unfair management practices such as delay in wages payment, non-compliance with promotion and transfer policies, wages discrimination, discrimination in allotment of works, defective handling of grievances, poor enumeration in the face of inflation, poor management and leadership styles, communication barriers, subordinate victimisation and paying inadequate attention to personnel problems are some of the causes of indiscipline in most organization and the public service in Nigeria.

The Nigeria Public Service Rules

The public service is the machinery of government policy implementation and the pilot of socio-economic development in modern day society. Public service entails every ministry of government and governance, the public service drive greater development in many countries in the world. Nigeria public service has not been exceptional to be recognized as an embodiment of national, social and economic development. In fact, the Nigeria constitution aptly captured and recognizes the public services that "public service covers all those employed in the service of the federation or state in any capacity including service as staff of the National or of a state Assembly, staff of statutory corporation or educational institutions established or financed principally by the government of federation or a state, staff of any company or enterprise in which government or its agency owns a controlling share or interest, members or officers of armed forces of the federation or the Nigeria police force or other government security agencies established by law and staff of local government (Iheanacho, 2017).

Akpan (1982) cited in Iheanacho (2017) opined that public service is the process or an act of rendering service to members of the public, of all public institution financed and maintained by the tax payer and the emolument of whose members are regularly authorized by the legislature acting in concert with the executive. To Obikeze and Obi (2004), public service simply means the entirety of service organised in line with the public or government authority. Iheanacho (2017) further noted that the Nigeria public service is organized into the deferral public service and public services of the various state governments and that both the federal and state public services are structured vertically into ministries and department, Nwachukwu (2011) added that it is not only vertical structure that exist in the public service but also there is a horizontal structuring of the public service which is categorised into classes of administration, executive, clerical, manipulative or operative and professional and this classification dates backs to the colonial administrative era, each category has its respective responsibilities in driving socio-economic development. It is pivotal to note that the public servants at every echelon of administration are the personnel of various ministries and institution or establishment who execute view responsibilities in accordance with the established organisational culture that regulate their functions collectively and separately.

The Nigeria Public Service can be traced to the antecedence of pre-colonial periods where public administrative system was peculiar to the people's traditions, culture, exposure and experiences. In fact, the emergence of colonialism brought advanced dimension to the public service development in Nigeria (Onyedikachi, 2023). The Nigeria public service during the colonial era

was typically based and structured on the British Public Service System. Several reforms on policies and styles of administration were later adopted. Tijani (2000) rightly noted that at the inception of Nigeria in 1914, the British colonial administration was adopted. Udokang (2016) opined that the performance of the Nigeria Public Service before independence was measured by its ability to transform government policies and programmes into concrete services or reality for citizens.

Over the years, reforms were carried out to advance the system. In spite of several reforms introduced by the government after independence geared towards making the Nigeria Public Service goal-oriented, several problems still exist in the system in the likes of corruption, tribalism, lack of control, poor working conditions, inappropriate structure in a federalism and lack of disciplinary leadership (Edet, 2017). Arowolo (2012) had similarly observed that Nigeria Public Service had been characterized by poor performance and its inability to translate government policies and programmes to reality. Usman (2020) noted that the Nigeria Public Service grew stronger and better, sanitized, performance oriented and goal driven during the colonial era but as Nigeria approached her independence of 1960, the Nigerianisation policy was introduced to reduce the dominance of expatriate in Nigeria public service and for possible replacement with Nigerians. This policy was what Obiajulu and Obiemeka (2004) opined that had contributed to the poor performance of the Nigerian Public Service from independence till date.

The Nigeria public service is made up of personnel recruited into public service based on their specialised training, knowledge or skills. Nwachukwu (2011) noted that the Nigeria public service classification which has long been established has a chain of command with division of labour, he stated that the administrative classes of the public service is made up of the most senior public servants whose duties are to advance political heads in policy formulation and implementation; the executive class implements and executive government or public policies are programmes as approved by political leaders; the clerical class keeps records files and more serve from one point to another; the manipulation or operative class are used to carry files from one office to another while professional render expertise services in their various capacities. One key fact is that they all operate within the confine of the organisational culture which has disciplinary procedure. It is worthy of note that the Nigeria public service had undergone several reforms, the present restructuring of the Nigeria public service is based on the recommendations of Udoji public service review commission, the recommendation abolished the earlier noted five classes system and replace it with a unified grading system starting from grades 1 to 17 (Nwachukwu, 2011).

At all levels of the Nigerian public service grading, the public service rule serves as organisational culture which provides the nature of disciplinary pressure for each stage of employee's misconduct.

Disciplinary procedure in the Nigeria public service

Discipline is the conformance of employees with regulation and in accordance with procedures of an organisation in compliance with its culture. Hence, discipline add value to organisational stability and development. The rationale behind organisation adopting a disciplinary procedure is to correct and reprimand abnormalities and non-cultural attitude that are exhibited by employees in the place of work.

It is pertinent to echoed that the power to exercise disciplinary actions rest mainly on the civil service commission. The commission uses the civil service handbook to discipline erring

employees according to stipulated offences and conducts that attract disciplinary actions. It is vital to state that some of these conducts/offences includes immoral behaviour, stealing, drunkenness, absenteeism, lateness to work, insubordination, willfully destructing government property, falsification of records, corruptions, fighting, financial impropriety, negligence, hauling, disobedient to lawful order, conviction on a criminal charge, etc. they are investigated once alleged and where it is proven, necessary disciplinary actions are taken by the organisation against the erring employee. The disciplinary action must conform to laid down civil service procedure (Onyedikachi, 2022). The excess of taking disciplinary measures as punitive measures is to deter other employees from employment misconduct and organisational culture violation.

The public service as a formal organisation with standard rules of conduct and organisational culture, holds standard procedures for disciplinary actions against any erring employee based on specified acts of misconduct or improper behaviour. The procedure requires a prudent proof and investigation (Onyedikachi, 2022), the process starts with reporting of any suspicious misconduct to a superior officer in the organisation, a course of investigation may be entitled and the concerned employee is entertained to know the whole case and processes against him/her and is availed sufficient opportunity for defence. A formal organisation will constitute a panel of inquiry when the offences seem grievous (huge) to ascertain the appropriate punishment or disciplinary actions to be taken upon the prove of the allegation. The procedure was noted by Onyedikachi to be unwieldly and protractedly in nature, this position is because the procedure operates in complete complex system of queries, replies and panel meetings, among others. The process required that an indicted employee is noted in writing of the ground(s) on which disciplinary action is proposed, where a query is issued, it is made in a precise language and concise to point, relating to circumstances of the offences, the officers may be invited to state in writing his/her defence within a specified period stated in the query, the ground(s) to exculpate or defend his/her actions or actions. The procedure that the concerned employee exculpable representation be considered depending on the gravity of the offences and appeal opportunity be equally provided to the officer.

Where minor offences are reported, warning could be used to remedy same, and of course, certain nature of offences could also avail the procedure the opportunity to melt punishment like reduction in official rank, withholding cum deferment of increment or otherwise on the erring employee. Onyedikachi (2022) noted that the annual performance evaluation report (Aper) could also reflect the disciplinary standards of officers in the public service; termination or dismissal from employment, suspension, lay-offs, compulsory or forced resignation and retirement could be used as punitive measures melted out on the erring public servant. These disciplinary procedures and measures acts as deterrent to other employees, and in helping to curtail their actions within the organisational cultural fold, where over the years, organisational culture has begun to dwindle in the face of its disciplinary culture due to certain factors that are mitigating against the effectiveness of the disciplinary procedure in the Nigeria public service, thus hindering efficiency of organisational cultural values, some of these factors are considered below.

Factors changing the face of disciplinary procedure in the Nigeria public service

Ordinarily, the Nigeria public service rules are quite suitable and appropriately utilized as means to promote organisation culture. However, where misconduct or deviation exists, the disciplinary procedure means are utilised to curb such misnomer. It has been observed that several factors have been responsible for the shortfall of administering appropriate disciplinary measure on every

employee or public servant. Iheanacho (2017) equally observed that these factors are inimical to the public service in Nigeria. They include:

1. **Corruption:** Corruption has been long observed as a huge problem in the Nigeria public service, due to its various forms of existence like bribery, nepotism, embezzlement, inflation of contracts figure and prices, misappropriation, diversion of public resources for personal gain, favouritism, violation of procedures to advance personal purpose over and under invoicing (Iheanacho, 2017), just to mention but a few. The incidences of corruption in the public service have watered down the disciplinary procedure and so enormous and numerous ways Chuka (2004) in Iheanacho (2017) pointed out the nature of corruption as a dangerous foe, the endemic nature with debilitating effects. Corruption is a bane in public service and the society which has ruined effectiveness and efficiency in service delivery and damage socio-economic spheres of life. Ofosu, Nwadike and Esiagu (1992) cited in Iheanacho (2017) equally observed that corruption exerts heavy economic costs, slow economic development, destroys institutional bureaucracies in service delivery. Over the years, it has been observed that corruption in the Nigeria public service system has beset and sap the vitality of the service.

2. Abuse of federal character principles

Ordinarily, the Nigeria public service is a merit based principled system, which builds public / civil servant selection, appointment, promotion, transfer, and grants on benefits on the basis of merit. The merit principle often enhances capability effectiveness and efficiency performance outcome in the public service that foster development. This principle has been changed technically by virtue of the provision of the third schedule, part 1 of the 1999 constitution of the Federal Republic of Nigeria as enshrined. The implementation of federal character principle has undermined the main objective of merit principle (Iheanacho, 2017). The public service commission now as a matter of constitution, enforce and promote the federal character principle which has speedily encouraged mediocrity to be in the public service organization. The constitution made it clear that all appointments into the federal sectors, all allocation of values among others should adequately reflect proportionately the diverse composition of the federation. Iheanacho (2017) equally noted that this principle is not exclusive to the state and local governments. The goal of the Nigeria federal character principle is to avoid ethnic marginalization. This principle has led public service not to be able to deliver quality of services needed to push Nigeria, the principle has watered down disciplinary procedure in public service in Nigeria because, an erring employee who represents a section of the country, would be disciplined with caution and most time, interference from superior officers would hinder appropriate discipline of such erring worker. In fact, in a bid to discipline a subordinate of a different ethnic group, such action might be misconstrued, hence management at times feels reluctant to enforce discipline among subordinates.

3. Political interference

Public servants are expected to be apolitical and neutral to politics, this has not been the case in Nigeria, as many public servants gets involve deeply in political activities and appointments, such persons become puppets to those politicians and government of the day, thereby seems untouchable whenever they err in the workplace. Where it is obvious that disciplinary actions are required to correct erring employee, it becomes difficult because of politicians interfering in the disciplinary processes and at times hauled down disciplinary

actions, this pervert justice, fairness and equity, it becomes a reference point to subsequent errors occasioned by other public servants in the same organization and they get away with it. The Human Right Watch (2007) observed that political interference is not healthy for the advancement of public service system in Nigeria because the country's politics is not decently played, it had resulted into emergence of several issues like clientelism and patrimonialism, undoubtedly weights down the behaviour of the public service.

4. Poor work condition

It has been observed over the years that the Nigeria civil service offers a very poor condition of service to workers. This condition entails inadequate infrastructures, insufficient working materials, low salaries, inadequate incentives and bonuses, unhealthy work policies, etc. these conditions cause workers depression, stress and lack of motivation to work and often times, workers would not take their jobs serious and would resort to seeking better job offer opportunities in the private sector or international organization. Due to the poor work condition, most workers display a nonchalant attitude to work and of course, even the management of the organization will be handicapped in melting punishment of discipline on such erring workers. Motivation is a key factor to increase employee effective performance when management staff recognizes their performance through praises, fair supervision, incentive, good compensation and treatment, etc, anything short of this can constitute misconduct of employees.

5. Social factors cum insecurity

Nigerians suffers from huge levels of insecurity in different parts of the country, ranging from terrorism, kidnapping and rubbering to mention but a few. The challenges of insecurity have imposed fears in some public servants. In fact, many public organization and institution like schools, health centres, police stations, transportation packs, etc had been attacked by insurgents and terrorist, these attacks affect workers and it is almost impossible to maintain a good quality of service in such organization affected by insecurity attacks. Therefore, workers display several unethical attitudes and conduct which are not brought to book because their defences are based on insecurity. In another breath, it has been observed that most senior management staff lack trust in their subordinates, thus, feel insecure and would prefer to handles all responsibilities just to push the organization forward, this makes some subordinate to feel marginalized or alienated and thus their contribution is very minimal (Osezua, el at, 2009).

6. Economic factors

The economic factors noticeable as hinderances to effective staff discipline in an organization as applicable to the Nigeria public service includes irregular payment of salaries to workers and high rate of inflation, monetary policies and programmes and devaluation of the currency are factors that remotely causes organizational cultural defectiveness among the public servants in Nigeria. Osezua et al (2009) observed that the economic factors are largely due to corrupt practices that manifest in mismanagement and embezzlement of public funds. It suffices to note that a meager salary barely settles personnel financial needs, to Oyedele (2016), one major ecological factor confronting public service (administrators) is the poor economic situation in Nigeria; hence, most employees in the public service have to be engaged in other sources of income to supplement salary and of course this prevents the workers under these conditions from maintaining discipline in line with the organizational culture, the only option that would otherwise avail the worker is indulgence in corrupt

practices as a means for survival (Osezua, et al, 2009). A healthy economy is a prerequisite for a higher quality work life balance that will hitherto satisfy needs of both the organization and the employee.

7. Policy inconsistency

It has been observed that successive governments had not continue with the projects of past administrations in Nigeria. Thus, certain lofty policies of past government that strengthen disciplinary procedures in public service are jettisoned for political vendetta (Iheanacho, 2017), frequency in policies changes via programmes and reforms had tampered with organizational culture of the Nigeria public service and watered down the disciplinary procedures as well as the public service rules in Nigeria. The Chartered Institute of Personnel Management of Nigeria (2023) observed that policy inconsistency over the years has led to the stunted economy; and poor organizational performance among employees. Hence, Boven and Hart (2016) stated that policy inconsistencies are government operations that evidently went wrong, it allows major shift of deviation from organization goals into political arena (McConnell, 2015). This hampers the employees job satisfaction in the Nigeria public service because consistent policy fosters development and confidence in a system. Nigeria policies to Oduntan, et al (2019) are bereft of global standard in respect to performance of policy made and boost of national development.

8. Mismanagement of conflict

Conflict among employees is numerous and can occur due to what Radivojevic and Radovan (2015) termed non-compliance with regulation, laws, and procedures, organizational culture; other causes of conflict in organization is poor working conditions, poor reward system, administrative errors, injustice and so on, when conflict occurs, it is expected that it should be well managed. Conflict management entails application of appropriate solutions to ameliorate the conflict while putting several factors into consideration. Failure to properly manage conflicts in organization leads to conflict mismanagement and it results to several consequences like drop in motivation, dissatisfaction, creating division between organization unity, reduction in service effectiveness, etc. therefore management of conflict in public service is paramount to the organizational culture and what Erharuyi (2008) stated to include goal modification and social potential changes. Conflict situation affects the overall effectiveness of organizational culture and performance (Agbo, 2020). Hence, Richard (2011) noted that conflict resolution is vital to building effective organizational mechanism and development.

In another ambit, Iheanacho (2017) depicted that conflict between the generalist administrators and professionals has created its own problems in Nigeria public service system since the colonial era when management positions were regulated, controlled and occupied by the professional. With the changing pattern that allowed the generalist administrators to take over the management and cultural position, conflict has continued to persist in the Nigeria public service, despite several reforms' efforts geared towards combating these challenges, the tension between the duo continues and it has militated against the effectiveness of service delivery and hinders disciplinary procedures, action and decision in the Nigeria public service today.

Conclusion

Organizational culture will be preserved in the surface of its challenges in Nigeria if all things remain equal. Where the centre could not hold all parts, definitely certain things could fall apart

and this would not be new if the organizational culture changes due to the changing factors that enables it. The Nigeria public service rules are as good as every public policy in the country. The system must be energised to turn around some of these prevailing factors that hinder effective disciplinary procedure in the public service system. Consequent upon that, quality organizational culture that places discipline and its procedure on the front burner of the public sector management will surely guarantee qualitative promotion of the workforce resulting in optimum performance and excellent service delivery.

Recommendations

It is pivotal to recommend the following as means of ameliorating indiscipline in the Nigeria public service:

1. The Nigeria government and public establishment should urgently review and upgrade the working conditions of the public servants.
2. There is need for urgent reform in the public sector generally to meet international standards so as to guarantee global competitiveness.
3. Government should review its policies and programmes that are conflicting in the public service so that management can act aptly and effectively.
4. There is urgent need for proper restructuring of the Nigeria public services in a manner that stems the tide of corrupt practices.

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