

**EFFECT OF CORPORATE CULTURE AND DISCIPLINE ON EMPLOYEES'  
PRODUCTIVITY: (A STUDY OF NIGERIA COMMUNICATION COMMISSION)**

**By**

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**Declaration**

I declare that this work was carried out by me under the supervision of Dr J. Olanipekun and the research materials were duly acknowledged.

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Date.

**Certification**

This is to certify that this research title “The Effects of Corporate Culture and Discipline on Employees Productivity”. A Case Study of Nigeria Communication Commission (NCC), was carried out by me in partial fulfillment of the requirement for the Award of B.Sc in Public Administration College of Humanities Management And Social Science, Mountain Top University.

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EXTERNAL EXAMINER.

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### **Dedication**

I dedicate this project research to the Almighty God for his abundant grace, protection and blessing. For seeing me through my journey in this institution.

## **Acknowledgement**

A work of this nature could not be possible without the assistance and encouragement from various bodies and experts in my field. My special thanks to the Almighty God whom by his grace, this work became a reality.

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## **Table of Contents**

Title Page .....	i
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Declaration .....	i
Certification .....	iii
Dedication .....	iv
Acknowledgement .....	v
Abstarct .....	ix
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.1 Background of the study .....	1
1.2 Statement of the problem .....	3
1.3 Objectives of the study.....	4
1.4 Research questions .....	4
1.5 Significance of the study .....	5
1.6 Scope of the study .....	5
1.7 Limitations of the study.....	5
1.8 Operational definition of terms .....	5
CHAPTER TWO .....	7
REVIEW OF RELATED LITERATURE .....	7
2.1 Conceptual framework .....	7
2.1.1 Corporate culture .....	7
2.1.2 Discipline .....	14
2.1.3 Employee productivity .....	21
2.2 Theoretical framework .....	23
2.2.1 Victor Vroom expectancy theory.....	23

2.2.2	Hofstede's cultural dimensions theory .....	25
2.2.3	Relevance of the theories to the topic: .....	27
2.3	Empirical review .....	27
2.4	Organization of study .....	33
CHAPTER THREE .....		38
RESEARCH METHODOLOGY .....		38
3.1	Introduction .....	38
3.2	Research design.....	38
3.3	Method of data collection.....	39
3.4	Method of data analysis.....	39
3.5	Population of study.....	40
3.6	Sample size.....	40
3.7	Sampling technique .....	40
3.8	Justification of the methods.....	41
CHAPTER FOUR.....		41
DATA PRESENTATION AND ANALYSIS .....		41
4.1	Introduction .....	41
4.2	Demographic analysis of respondents.....	42
4.3	Data related to the research questions .....	44
CHAPTER FIVE .....		47
SUMMARY, CONCLUSIONS AND RECOMMENDATION.....		47
5.1	Summary of findings.....	47
5.2	Conclusion.....	48

5.3 Recommendations .....	51
References.....	52
Appendix.....	59

**Abstarct**



*The title of this study is effect of corporate culture and discipline on employee productivity: a case study of nigeria communication commission (ncc). The research question are; how does corporate culture impact on employee productivity, how does discipline impact on employee productivity and what is the nexus between corporate culture, discipline and employee productivity. To answer these questions the study adopted the survey research design, the researcher collected data from two main sources the primary and secondary sources. Data collected were analyzed using simple percentage while the population of study was restricted to only the staff of the case study. They formed the units of analysis for this study and their nature was determined by the survey objective. In relation to this study, the researcher studied fifty (50) respondents. The sample technique adopted was the purposive and or judgmental sampling technique. Some key findings include; there is a significant relationship between corporate culture, discipline and employee productivity, transparent disciplinary procedures can abate indiscipline and credible corporate culture can be developed through a good management philosophy unfortunately these were usually lacking in most organizations. Based on the findings recommendations were proffered and they include; organizations should ensure that they link the two variables of corporate culture and discipline so as to ensure employee productivity and transparent disciplinary procedures should be inculcated as part of organizations personnel policy among others*

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

The importance of corporate culture and discipline in the organization cannot be underestimated, since employee morale, productivity and even company profitability can be adversely impacted positively and or negatively by these variables. A positive organizational culture helps instil discipline which in turn may resolve the organizational problem before it worsens.

In the 1960s, amid similar movements such as the social responsibility movement, the notion of business culture arose as a deliberately cultivated reality; the result of environmentalism, consumerism, and collective opposition to multinationals. Undoubtedly, knowledge of corporate culture was also a consequence of prosperity, not least of globalization overseas where businesses competed in other national cultures.

Another influence was the U.S. rivalry with Japan, with its peculiar business culture, so the rise to popularity of management gurus was Peter Drucker's dean. As firms became mindful of themselves as participants on the social scene, in addition to the "hard" metrics of cash, sales, earnings, and shareholder return, business culture became another element of the organization to watch and analyze.

By design, business culture influences the activities of a company. It is also, by definition, something which flows downward and outward from management. The "culture" was set very early on in many organizations by a founder's inspirational behavior and leadership. But as major developments become profoundly institutionalized, business culture is often becoming an

institutional habit gained by outsiders. Therefore, "reinventing" the business from the top-down in practical operation is impossible to do, requires time, and exists only under good leadership.

The phenomenon can be subdivided into its different expressions relevant to either major constituents (employees and employees, consumers, providers, government, community) or operational methods or types (cautious, conservative, risk-taking, aggressive, innovative). Corporate culture may also become suicidal by pushing those boundaries, such as a culture that is violent, innovative high-risk style that can lead to deception and eventual fraud collapse. The research clarifies how in particular environments an organizational culture presents itself. However, as the term it suggests, the definition is social and spiritual. It does not lend itself to a rearrangement of traditional building blocks of reorganization.

While challenging, multidimensional, and frequently impossible to cope with the cultural condition of an organization constitutes a good collection of emotional capital. It is up to leaders, as is the case for other human, technical, financial capital, to try to get the best use out of it. Culture can be related to natural forces like winds and tides to a degree. In the context, these components are present, occasionally unseen, and sometimes apparent. They will waylay plans and hinder progression, blessed with tremendous strength. They can't be tamed or modified radically. But if you value them and learn how to make the best of them, they will become a source of source if you collaborate with them and tap into their secret resources energy and provide powerful assistance.

Organizations need to address those important questions, such as what are the most significant emotional factors that decide what the individuals do in this case, discipline, what few behavioural improvements will matter most in achieving strategic and organizational criteria in

this case indiscipline, who are the real informal leaders you can recruit to instill discipline as an integral part of your corporate.

No company should prepare for spectacular results overnight with regards to organizational culture and discipline, anticipating an evolution, not a revolution. One of the challenges of dealing with culture is that it steadily evolves too slowly for leaders facing fast-moving rivals, but when companies treat culture with reverence and knowledge, they can use it to accelerate their strategic progress as an atmosphere in which their business resides. The advantages of a healthy business culture is both intuitive and endorsed by social science rooted in the discipline.

Adebayo (2001) concluded that because culture "can account for 20-30 percent of the corporate performance difference compared to 'culturally unremarkable' competitors." And discipline accounts for 25 percent of the same in order to increase organizational effectiveness, it is also important to take them seriously. Among other subjects, most academics have provided advice on negotiating diverse regional environments, choosing culture-based jobs, shifting cultures, and giving input through cultures. What makes a society, though? Each culture is unique and myriad factors go into creating one, but the most important is discipline, the two can be seen as two sides of the same coin.

## **1.2 Statement of the problem**

Discipline is one frequently underestimated aspect of corporate culture; in any perfect discipline, we would argue that it is a core element of any corporate culture that defines the degree to which companies can achieve improved competitiveness. In most organizational goals, discipline in the workplace plays a critical role, the opposite is indiscipline which no organizational appetite for change as part of the organizational culture desires. Indiscipline can become a corporate culture

if unchecked and comes in different ways, such as absenteeism, carefree attitude at work, late arrival at the workplace, leaving the office before closing hours, lack of commitment, theft of organizational properties, insubordination, combat, leakage of confidential organizational knowledge, loitering and hostility, etc. This research was found appropriate because of the detrimental effects of indiscipline on the personnel morale and operational effectiveness of the civil service committee and imperative.

However, several scholars, such as Ajumogobia (2007), Mohammed (2013) and Armstrong (2010), who have presented their arguments on the principle of discipline, relate discipline to the emergence and imbibing of a credible corporate culture. From any sign, their points may be valid, but the truth of the matter is; what is the relation between the two variables when it directly affects organizational efficiency. Since the difficulty for most organizations resides in the unwillingness to clearly recognize and appreciate the truism that all principles have a symbiotic connection where it affects corporate efficiency. The expense of organizations that do not create this relation and instead work to ensure that while efficiency growth is on the front burner, all variables are put at the forefront, putting those organizations in a disadvantageous role.

### **1.3 Objectives of the study**

- i. To determine the impact of corporate culture on employee productivity
- ii. To determine the impact of discipline on employee productivity
- iii. To examine the nexus between corporate culture, discipline, and employee productivity.

### **1.4 Research questions**

- i. How does corporate culture impact on employee productivity?
- ii. How does discipline impact on employee productivity?
- iii. What is the nexus between corporate culture, discipline and employee productivity?

### **1.5 Significance of the study**

The importance of this analysis is that clients, customers and other concerned members of the public will benefit from this work as they will be able to appreciate the purpose of initiating organizational culture and different compliance steps in organizations. Another sense lies in the fact that other studies researching related subjects will extrapolate the outcomes of this analysis as an empirical sample.

### **1.6 Scope of the study**

This research study was restricted to investigate the variables of corporate culture and discipline as agents of employee productivity.

### **1.7 Limitations of the study**

The limitations of this study include the factors of finance and time.

### **1.8 Operational definition of terms**

**Corporate culture:** This is the perspective of a group of individuals who work towards reaching a shared purpose. It reflects the corporate members' common interests, convictions and ideals. Factors such as history, product form, competition, technology, policy, staff, management style, and national culture may also affect it. Culture requires the vision, principles, standards,

structures, icons, vocabulary, assumptions, environment, place, views and behaviors of the entity.

**Discipline:** The capacity or method of imposing punishment with an earring workers, thereby compelling conformity with corporate laws, is often the internalized practice of dealing with organizational expectations, beliefs, rules, policies and principles. It is also the capacity to control one's passions and resolve one's shortcomings. Discipline is a situation in which employees, as any rational person would expect an employee to do, are supposed to comply and act in a natural and organized manner. Jobs that show dishonest behavior are guilty of infesting positive morality with others.

**Employee:** An employee is someone who is employed by an organization on a permanent or temporary basis, and who is remunerated for services rendered, the employee may be a skilled, semi-skilled or unskilled worker and may earn his remuneration as wages or salary.

**Productivity:** This is the productivity rate of production in an enterprise calculated by the quantity of output as opposed to input. Organizational efficiency includes an organization's real production or outcomes as calculated against its expected outputs or objectives and artifacts. Organizational efficiency includes the basic aspects of business results, i.e. financial success, performance of the sales market and return of shareholders.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1 Conceptual framework

##### 2.1.1 Corporate culture

**Meaning;** corporate culture entails beliefs and actions that lead to a company's overall social and psychological climate. Dr. Elliott Jaques first developed the concept of culture in 1951 in his seminal work *The Evolving Culture of a Factory* in the structural sense (Jaques, 2017). Corporate culture was seen by Ravasi & Schultz (2016) as a collection of common assumptions that frame behaviors. They maintained that as a means of perceiving, reasoning and feeling, it is also the practice of certain group attitude and assumptions that are taught to new workers. Therefore, organizational culture influences the way people communicate with other company partners in the workplace and the way they connect with the enterprise.

The idea that organizations typically have very diverse sub-cultures and cultures was advanced by Schein (2012), Flamholtz & Randle (2014), and Hindle (1994). In larger organizations, co-existing or overlapping subcultures may arise because each subculture is related to another management team. A organization may have its own unique culture," In addition, Flamholtz & Randle (2014) proposed that corporate culture can be described as "corporate identity and personality." They identified it as consisting of views, norms and values that affect people's attitudes as representatives of an organization.



The way workers communicate, the context in which information is produced and created, the opposition articulated to particular changes, the way they use knowledge affects organizational culture. The common views, ideals and values of members of an organisation are reflected by corporate culture. Variables such as commodity, technology, policy, management style, history and national culture may affect it. Culture comprises the principles, structures, vocabulary, place, attitudes, assumptions, behaviors, symbols and atmosphere of an entity (Schrodt, 2002).

Black (2013) described corporate culture as variables that decide how the management and personnel of an organization communicate and cope with external business transactions. Corporate culture is always inferred, not specifically specified, and takes form from the collective qualities of the workers the organization employs over time. The culture of an organization can be reflected in the configuration of its workplace, working hours, hiring decisions, turnover, dress code, incentives for workers client care and other facets of procedures.

According to Barney (2016), organizational culture refers to the values and attitudes that decide how the personnel and management of an organization communicate. Black also claimed that national cultures and customs, global patterns, foreign commerce, market scale, and goods affect corporate culture as well. Corporate cultures, whether purposefully formed or organically developed, hit the heart of the philosophy and practice of a firm and influence every part of an organization. Corporate culture refers to the common values, behaviors, norms and beliefs which characterize and determine the essence of an organization's members.

- Scholars such as Hartnell, Ou & Kinicki (2011) assume that organizational culture is embedded in the priorities, policies, structure, and methods of a company to labor, clients, investors, and the broader society. As such, it is an integral element in the overall

success or failure of any organization. Five questions were proposed that if answered, then that company has a credible culture:

- What 10 words would you use to describe your company?
- Around here what's really important?
- Around here who gets promoted?
- Around here what behaviors get rewarded?
- Around here who fits in and who doesn't?

Every business has a culture, as these questions indicate, but not all cultures (or facets of them) help a company achieve its goals. The questions also indicate that by answering these questions, businesses may have a "real culture," discernible, and another one that may sound better but may not be the true one.

#### **2.1.1.1 Characteristics of successful corporate cultures**

Harris (1994) looked at the characteristics of what a good culture could mean for businesses. He concluded that organizational environments, whether purposely formed or organically grown, hit the heart of the philosophy and practice of an organization and influence every part of a company, from every employee to client to the public image. Corporate culture's new perception is more acute than ever. He defined six significant features of a profitable company.

The "vision" is first and foremost: from a clear mission declaration to a corporate manifesto, the vision of an organization is a strong instrument. Secondly, though a vague term, 'values represent the mentalities and viewpoints required to fulfill the vision of a company. Likewise, "practices" are the concrete processes, driven by principles, by which a business applies its principles.

"People arrive second, with firms hiring and recruiting in a manner that represents their overall community and strengthens it. Finally, perhaps the most modern aspects of corporate culture are "narrative" and "place" One of the most cutting-edge adventures of contemporary corporate culture is the "place" of industry, such as the city of choice and even office design and architecture.

Boddy (2017) argued that each culture is special and that one is produced by myriad influences, but also acknowledged that at least six common components of great cultures are involved. The first step to creating a differentiated community and a lasting organization, the vector he outlined, may be isolating certain elements:

- i. **Vision:** With a vision or mission statement, a great community begins. Such basic turns of phrase direct the principles of an organization and provide it with meaning. In turn, the aim orientates any decision employees make. Good vision statements will also help orient consumers, vendors, and other partners when they are profoundly genuine and prominently presented.
- ii. **Values:** The ideals of an organization are the nucleus of its society. While a vision articulates the intent of an organization, principles include a collection of guidance on the actions and mindsets required to accomplish that vision.
- iii. **Practices:** Of course, once they are enshrined in the policies of a corporation, principles are of no significance. When a company professes, "people are our greatest asset," it should therefore be prepared in visible ways to invest in people.

- iv. **People:** Without individuals who either share their core beliefs or have the desire and capacity to adopt those values, no business can create a cohesive community. "That's why some of the most stringent recruiting policies are also available to the largest companies in the world, the best companies are "fanatical about hiring fresh workers who are not just the most talented but also the most suited to a specific organizational culture. People adhere to cultures that they prefer, and adding "culture carriers" to the right strengthens the culture that a company already has.
  
- v. **Narrative:** Every organization has a unique past, a unique story, and a central aspect of cultural development is the ability to unravel the history and craft it into a narrative. The elements of the story may be structured or informal, but when defined, formed, and retold as part of the ongoing culture of a company, they are stronger.
  
- vi. **Place:** Accessible design is more conducive, like teamwork, to such workplace habits. Any cities and countries have local traditions that can enhance or refute the culture that an organization is attempting to build. The principles and attitudes of people in a workplace are influenced by location, whether geography, architecture, or aesthetic design.

#### **2.1.1.2 Types of corporate culture**

Omalley (2000) concluded that culture influences any part of your company, from the understanding of your brand by the market to the work satisfaction of your workers to your bottom line. Since so much is at stake, it is important that your corporate culture is adaptable and open to change, beginning with the ability to express exactly what kind of culture your business has. While no two cultures are precisely the same the complexities are too great!), there are

distinguishing features that appear to put organizational cultures in one of the five groups or styles that we have listed below:

- i. **Team-first corporate culture (comrade); team-oriented companies hire for culture fit first, skills and experience second.** A organization with an organizational philosophy that is team-first makes employee participation its highest priority. Popular markers of a team-first culture are regular team outings, opportunities to offer constructive input, and versatility to manage the family lives of workers.
- ii. **Elite corporate culture (athlete); companies with elite cultures are often out to change the world by untested means.** Only the best are recruited into an elite business society because it constantly challenges the envelope and wants staff not only to catch up, but to lead the way. Companies with an elite ethos, creative and often bold, attract optimistic, competent, successful applicants, the effect, quick growth and huge splashes in the industry.
- iii. **Horizontal corporate culture (free spirit); titles don't mean much in horizontal cultures,** among startups, horizontal organizational culture is widespread because it allows for a collaborative, all-pitch-in approach. These usually younger firms have a product or service they are trying to deliver, but depending on market analysis or consumer input, they are more versatile and willing to alter.
- iv. **Conventional corporate culture (traditionalist); traditional companies have clearly defined hierarchies and are still grappling with the learning curve for communicating through new mediums.** Companies that are supposed to have a tie and/or slacks are most likely of the standard type. In reality, like a numbers-focused

mentality and risk-averse decision-making, any dress code at all is reflective of a more conservative society.

- v. **Progressive corporate culture (nomad); uncertainty is the definitive trait of a transitional culture,** Mergers, acquisitions or abrupt industry trends will all lead to a progressive society. Companies also have customers or sponsors to respond to as well as staff in these circumstances. Since staff often don't know what to expect next, confusion is the supreme characteristic of a radical society.

### **2.1.1.3 How to develop a credible corporate culture**

Jex, Jex & Britt (2008) outlined how to develop a credible corporate culture they are summarized below:

- i. The dominant business culture starts at the top; founders need to clarify and discuss with their staff their view of the future of the organization. Let your vision for the business become their vision for the business, a business without a vision is reactive in nature, and its leadership is rarely optimistic that it can overcome strategic challenges and venture into the future.
- ii. Treat all jobs equally; all personnel should be handled equally by entrepreneurs. This does not mean that company managers should not award workers who succeed special benefits, but it does mean that partnerships with all employees can be built on a foundation of respect for them.
- iii. It. iii. Hiring decisions should represent the ideal organizational culture; the prudent owner of a small company would recruit workers who will treat customers and fellow

employees well and commit themselves to mastering the activities they are responsible for.

- iv. Two-way contact is essential; small business owners who speak to their workers about challenges realistically and engage the support of staff to address them are likely to be compensated with a healthier internal climate. For once a participatory and interacting community has been developed, this can be an important advantage, and it can help drive a small company ahead of the competition.

### **2.1.2 Discipline**

**Meaning;** Discipline was described by Knight (2014) as a pattern of conduct that can be traced back from a specific training. In order to display his personal characteristics, this behavior is represented by a human. For example, an employee represents a specific activity in a situation in the workplace and his behavior leads to achieving his or her purpose in the company. Discipline was described by Dumisani (2002) as a system of rules and a mechanism for ensuring conformity with disciplinary codes. This means that every company has its "dos and donts" rules and regulations. In itself, observance of certain collections of laws is discipline.

In a seminar lecture, Ajumogobia (2007) asserted that occupational control should not mean rigid and technical conformity with laws and regulations for the existence of the organizational structure. Instead it means a situation where, as any rational individual would expect an employee to do, employees are forced to comply and act in a natural and organized manner. Staff that display unethical conduct are willing to infest decent morality with others (Vonai, 2013).

Training in whatever capacity teaches one self-regulation, character, orderliness of performance, thereby representing the object of discipline as controlling one's actions in order to guide it

towards achieving the best for the person, so it is a structured management control device (Cole 2002). This is supported by Halloran (2001), who advances that the term 'discipline' and the word disciple have the same root roots, implying that real discipline should be taught or moulded for him to 'teach' or to 'mould' as such.

Fleck (2009) 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.

Discipline, that is, the opposite of uncertainty, is seen by Bramblett (2001) as orderliness. Much as it is for other parts of society, it is a basic necessity for people employed in a factory. In addition, he states that discipline does not entail strict and technical conformity with stringent laws and regulations. Like any rational person would expect an employee to do it clearly involves working, cooperating and acting in a normal, organized manner.

Odiagbe quoted in Ohaechesi (2008) looked at discipline as “normal’s 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. "Harris (2006) shared this point, believing that discipline is the teaching process for employees so that they can improve self-control and become more successful in achieving organizational goals. Katz & Kahn (2008) concluded that discipline should be interpreted clearly as orderliness, deterrence, punishment and stability. Corroborating the opinion of Katz & Kahn; Vonai (2013), discipline was shown to include power, control, trustworthy, spiritual, dutiful and market knowledge.



Jegadees (2008) and Odiome (2001) independently viewed 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. Organizations are expected to stipulate the standard of performance attainable and the rules employees are expected to conform to (Muhammad, 2013). Once employee understand what is expected of them, they will perform satisfactorily (Bedeian 2007).

**Disciplinary rules;** according to society for Human Resource Management (2011) employers are to establish disciplinary rules and acceptable rules of conduct within the business. These rules should spell out clearly the offences and the gravity of those offences. Some of the offences includes; gross dishonesty, willful damage to company property, willful endangering the safety and lives of others and property, assault and fighting, gross insubordination, insolence, sexual harassment, abusive language, intoxication on duty, time related offences and collective absenteeism. The degree and frequency of these misconducts they stated will determine whether an employee merits dismissal or not. Thus, an employee is given the opportunity to reform.

They further claimed that the following should be considered by every person deciding whether an offense which warrants dismissal is fair in terms of labor law. (a) Whether or not the worker has broken a law or standard governing actions in or applicable to the workplace (b) Whether or not a rule or norm had been contravened, the rule as a legitimate or fair rule or standard (c) the employee was aware of the rule or standard, or might fairly be assumed to be aware of it. The supervisor has repeatedly applied the law or norm (d) the firing was an effective punishment for

the violation of the rule or standard. It has to be substantively and procedurally fair in order for any firing to be fair in legislation. Substantive justice must require fulfilling the following (a) the employee was guilty of the charges for the crime (b) If the seriousness of the offense warranted the fired person's sentence. The consistency of the administrative hearing process must include: sufficient warning, the hearing must precede the discussion, the trial must be timely, the employee must be convicted, the employee must be present at the hearing, the employee must be permitted to serve (fellow workers or affiliates of the union), the employee must be permitted to call witnesses, the presiding officer must be present

**Different types of discipline;** Dumisani (2002) argued that there are different types of discipline. It is the specific function that determines its type. The following types include; preventive discipline, corrective discipline, and progressive discipline.

Preventive discipline; it is regarded as preventive when organization designs and put in place programmes or measures that discourages 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 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 non-conformist. 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 preventing discipline is preemptive in nature, corrective discipline serves two purposes which are; (i) to reform or discourage further violation by sanctioning the violator and (ii) to prevent further or forestall

future reoccurrence of the undesirable behavior among 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. As an 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 reprimand vary from one organization to the other, most organization 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 supervisors. This is because there are instances where these are maliciously done.

Eni (2000) on his part distinguished four models of workplace discipline; corrective-representative discipline, accommodative-participative discipline, celebrative-collective discipline, and punitive-authoritarian discipline. Henry claimed that punitive-authoritarian control is ingrained in the feudal era's master-service relationship, laws are usually negative, and deviance is seen as a calculated and sometimes personal threat to authority. Failure to follow directions, bad manners, attire and incompetence are therefore deemed as similarly objectionable as theft and property destruction.

Discipline control methods are clear and transparent and are frequently hierarchical, without consultation and deterrent, discipline is extreme and irregular, including summary firing, severe reprimands and public humiliation. Henry said it needs a more instrumental approach to punishment, emphasizing written protocols, an investigation into the situation, a hearing with the

right to representation, progressive punishments and the right to appeal, under corrective representative discipline.

**Determinants of organizational productivity in disciplinary actions;** there are four major determinants of organizational effectiveness in disciplinary actions; careful selection of employees, an effective motivational system, necessary rules and regulations and awareness that rules will be enforced (Odiome,2001).

**Factors to be considered before disciplinary action is taken;** according to Batty, Wissink and Coning (2004) there are many factors to be considered before disciplinary action can be taken. They include communication, job description, provision of employee handbook which spells out offences, disciplinary action process, fairness and consistency as well as making the action fit the offence. As communication tool with employees, an employer reprimand must be fair in other not to cause any unnecessary pain be it psychological, emotional or physical. Employers ought to ensure that they use the tool correctly and that there are certain requirements for its accurate and fruitful use. In addition, employee work satisfaction would set out the area of performance needed for which the reprimand is earned by the employee.

If the issue of success arises in a non-essential task function, the work description has to be taken into account or rewritten. Often as defined in the employee manual, the workers reprimanded must be compliant with the corrective action process. A well-written employee handbook must recommend future disciplinary actions, according to him but give the supervisor discretion based on the conditions of the actions or results of the employee. No corrective steps should be guaranteed or considered necessary and that a list of disciplinary procedures expected hobbles the right of the supervisor to terminate an employee who does not deliver.

**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 (Harris, 2006).

**Types of disciplinary actions;** there are formal and informal disciplinary actions. Informal disciplinary action means assignment to a less desirable work, closer supervision, loss or withholding of privileges, failure of consultations in relevant matters, rejection of proposals, or recommendations. It may include curbing of the officer's authority and diminishing his responsibility. The reason for taking informal disciplinary actions may be that offences are too slight or too subtle, or too difficult to prove to warrant direct and formal action. Formal disciplinary action follows where the offences are severe and such can be legally established. In such cases, the penalties which are imposed on a member in service are minor and major (Hassan, 2013).

Specific disciplinary actions include; oral reprimand, written reprimand, job transfer, disciplinary layoffs, demotion, reduced compensation, de-hiring and discharge. Minor Penalties include; censure official criticism for wrong doing, withholding promotions, recovering from any of the whole or part of any funeral loss caused to the government by the negligence or breach of order, withholding of increment of pay, reduction to a lower stage in time of pay for a specific period, demotion to a lower post, compulsory retirement or dismissal (Bramblett, 2001).

### **2.1.3 Employee productivity**

Employee efficiency (sometimes referred to as productivity of the workforce) is an evaluation of the effectiveness of a staff or group of employees. In a given period of time, efficiency may be measured in terms of the performance of an employee. Usually, a given worker's efficiency would be measured according to an average for workers doing comparable jobs. Employee productivity is an important factor for organizations because much of the performance of any company depends on the effectiveness of the employees (Agba, Ochimana & Abubakar, 2013).

The productivity of employees is the number of products and services generated in a given period of time by a group of employees. It is one of the kinds of productivity measured by economists. Employee productivity is a measure of an institution or business, a process, an industry, or a region, also referred to as labor productivity. Workforce productivity is to be differentiated from employee productivity, which is a person-level metric focused on the premise that total productivity can be broken down into increasingly smaller units before, finally, the individual employee is used for example, to assign a gain or punishment based on individual results (Anyim, Ikemefuna & Mbah, 2011). In 2002, the OECD specified the ratio of the output volume measure to the input volume measure as 'The output volume measure is usually Gross Domestic Product (GDP) or Gross Value Added (GVA) expressed at constant rates, i.e. inflation-adjusted.' The three most commonly used measures of input are:

1. hours worked, typically from the OECD Annual National Accounts database
2. workforce jobs; and
3. number of people in employment.

Workforce productivity can be measured in 2 ways, in physical terms or in price terms.

- the intensity of labour-effort, and the quality of labour effort generally.
- the creative activity involved in producing technical innovations.
- the relative efficiency gains resulting from different systems of management, organization, co-ordination or engineering.
- the productive effects of some forms of labour on other forms of labour.

For these facets of effectiveness, the qualitative aspects of labor input apply. If an enterprise uses labour much more intensively, it can be inferred that it is because of greater labor productivity, since the performance per labor effort can be the same. This perspective becomes increasingly relevant as a large part of what is produced in an economy consists of services. Management may be extremely concerned with the morale of workers, but the efficiency advantages of management itself are very difficult to explain.

The utility of international labor productivity comparisons would be limited by a number of measurement concerns. The comparability of production metrics may be negatively impacted by the use of independent valuations that assess the inclusion of taxes, margins and costs, or by different deflation indexes that transform current output into constant output. Multiple methods used to estimate average hours or various methodologies used to estimate working people will misrepresent labor inputs (Ypma & Ark, 2018).

According to Franklin & Dagan (2006), the factors influencing worker efficiency or the performance of individual job positions are broadly the same as those that influence the

performance of manufacturing organizations as a whole. These include: (1) physical-organic place, and technical factors; (2) cultural belief-value and human attitudinal, motivational, and behavioral factors; (3) international forces such as levels of creativity and productivity on the part of inward-investing multinational companies' owners and managers; (4) administrative-organizational and wider economic and political-legal environments; and (6) individual rewards and payment systems, and the effectiveness of personnel managers and others in recruiting, training, communicating with, and performance-motivating employees on the basis of pay and other incentives."

## **2.2 Theoretical framework**

Two hypotheses will be adopted due to the use of two factors in this analysis, i.e. business culture and discipline (1) Victor Vroom expectation theory (2) Hofstede's theory of cultural aspects. The Victor vroom expectation theory will cover the discipline of phenomena, while the theory of the Hofstede cultural component will cover the phenomenon of business society.

### **2.2.1 Victor Vroom expectancy theory**

This hypothesis suggests that people's behaviour stems from deliberate decisions between options aimed at optimizing satisfaction and reducing discomfort. Victor Vroom proposed, along with Edward Lawler and Lyman Porter, that the relationship between the actions of people at work and their targets was not as easy as most scientists first imagined. Vroom noticed that the success of an employee is dependent on variables such as personality, expertise, awareness, experience, and abilities of individuals. The hypothesis implies that while people can have various sets of goals, if they believe that they may be motivated:

- There is a positive correlation between efforts and performance,



- Favorable performance will result in a desirable reward
- The reward will satisfy an important need,
- The desire to satisfy the need is strong enough to make the effort worthwhile.

The theory is based upon the following beliefs:

**Valence:** In relation to performance, Valence applies to the emotional orientations people have (rewards). The degree of an employee's desire for extrinsic (money, promotion, time-off, compensation) or intrinsic [satisfaction] benefits) benefits. Management must discover what the importance of workers is. This can help to sustain an organization's degree of desire for discipline.

**Expectancy:** Employees have varying perceptions of what they are capable of achieving and degrees of trust. Management must figure out whether workers require money, preparation, or oversight. This will ensure personnel adhere to the concept of disciplinary procedures.

**Instrumentality:** Employees' intuition as to whether they can really get what they want, even though a boss has guaranteed it. Management must ensure that reward promises are met and that workers are mindful of that. This has an indirect impact, especially in the workplace, on discipline. Vroom indicates that the values of an employee about expectation, instrumentality, and valence combine psychologically to build a motivating power in such a way that the employee responds in ways that offer satisfaction that is translated into enhanced efficiency and prevent discomfort that is translated into indiscipline

### 2.2.2 Hofstede's cultural dimensions theory

In 50 different countries and three regions of the world, Hofstede (1980) searched for discrepancies between more than 160,000 IBM workers to uncover elements of culture that could affect company behaviour. He proposed something about cultural disparities that occur between regions and countries, and the significance for their own cultural introspection in foreign understanding and multiculturalism. Cultural variations reflect differences in thought and social action, and a word Hofstede uses for predictable actions also in "mental programs".

Hofstede applies to ethnic and regional communities in terms of culture, but also to organisations, educational, families, social and subcultural groups, national political and legislative structures, etc. First of all, Hofstede indicates the need to change "mental programs" with shifting actions, which would lead to improvements in valuation. While communities such as Jews and Gypsies have retained their identities through the years, their beliefs reflect adaptation to the prevalent cultural climate. In his study of national cultures, Hofstede found that there are national and regional cultural groupings that control the actions of organizations and defined four dimensions of culture (later five), which are summarized below:

***Power distance;*** Mulder (1977) argued that in terms of socioeconomic injustice, different cultures find different remedies. While unseen, the power imbalance in "boss-subordinate relationships" within organisations is functional and represents the way inequality is treated in society, according to Hofstede. Subordinates will aim to minimize the power gap between themselves and their bosses, according to Mulder's Power Distance Reduction principle, and bosses will try to preserve or increase it, but there is still a degree to which a community expects power ratios to vary. A high score means that certain people are supposed to wield greater

quantities of influence than others. A low score represents the belief that equal treatment should be had by all citizens.

***Uncertainty avoidance;*** This is the way to deal with confusion in the future. Society deals with science, law and faith (although various cultures have different methods of dealing with it and, according to Hofstede organisations, deals with technology, law and rituals, or in two ways logical and non-rational, with the non-rational becoming rituals. Any of the rituals were identified by Hofstede as memos and notes, some sections of the accounting system, a substantial portion of the preparation and control processes, and the appointment of experts.

***Individualism vs. collectivism;*** Hofstede, disharmony of preferences on personal and social objectives, raises the idea that the employee inside the company would represent the aspirations of society of Individualism/Collectivism. Collectivist cultures may be more socially dependent on participants of their organizations; a democratic consumer economy encourages and relies on individualism and competitiveness as an organization is supposed to display obligation to members in equilibrium, but individualism is often connected to the growth of the middle class. There can be both high individualism and high collectivism in certain persons and societies.

***Masculinity vs. femininity;*** reflects whether a certain society is predominantly male or female in terms of cultural values, gender roles and power relations.

***Long-Versus Short-Term Orientation;*** It is possible to interpret what he describes as the long-term orientation dimension as dealing with the search for virtue in society. In general, cultures with a short-term orientation are very concerned with the establishment of the absolute facts. In their thinking, they are normative. They show tremendous regard for customs, a comparatively limited desire to invest for the future, and an emphasis on producing rapid results. People assume

in cultures with a long-term orientation that reality depends very much on the situation, meaning and time. They demonstrate an ability to adapt traditions to changed circumstances, a strong propensity to save and spend money, and perseverance in achieving results. These dimensions refer to the management impact of national cultures and can be used to tailor policies to local needs. Another model for organizational culture is suggested in a follow-up study (Luthans & Doh, 2015).

### **2.2.3 Relevance of the theories to the topic:**

The first hypothesis implies that while people can have distinct sets of expectations, if they assume that there is a strong connection between efforts and success, positive performance can result in a favorable incentive and the reward can fulfill a significant need, they will be motivated. Such key variables ensure that workers are driven to be disciplined and the motivation to fulfill the need is high enough to make the initiative worthwhile. The need to change mental services for evolving attitudes in the second theory eventually contributes to value change in organisations in the second theory. Even if staff retain their cultural identity, their values they display demonstrate adaptation to the dominant cultural environment in which they operate once fully tapped can serve the interest of companies in terms of organizational productivity.

## **2.3 Empirical review**

**How corporate culture impacts employee productivity;** findings made by Barrier (2017) on the role corporate culture plays in employee productivity is a two sided coin his findings from his work on Google showed that the two correlate if there is a worker friendly corporate culture which reflects employee-friendly attitude usually through unconventional perks such as

telecommuting, flextime, tuition reimbursement, free employee lunches, and on-site doctors, on-site services such as oil changes, car washes, massages, fitness classes, and a hair stylist. He concluded by stating that an organization has a good corporate culture if people want to work for your firm.

In his own findings on the role of corporate culture in employee productivity, Phegan (2016) depends on the company's character, its advantage can not be separated from generalized beliefs and behaviors, company-wide value systems, management strategies, employee communication, and relationships, work environment, and attitude, business origin myths through charismatic chief executives, as well as charismatic chief executives. He continued by stating that it was directly influenced by national cultures and traditions, economic trends, international trade, company size, and products.

In his results, Bligh (2016) made some assumptions that he assumed that just as national cultures can affect and mold a corporate culture, so can the management approach of an organization. Less conventional management techniques such as promoting innovation, collaborative problem solving, and greater freedom of workers have become the trend and believed to add to their corporate performance in top businesses of the 21st century. In addition, his results revealed that new initiatives such as comprehensive workforce compensation and alternatives to bureaucratic leadership are a development that represents a more tech-conscious, urban age, also doing away with closed offices and cubicles. This pattern marks a transition from business environments that are violent, individualistic, and high-risk.

Holacracy and agile management approaches include high-profile examples of alternative management practices that have a major influence on organizational culture. He defined

Holacracy as a theory of open management that excludes job titles and all other conventional hierarchies, among other characteristics. Employees have versatile responsibilities and self-organization, and are highly respected for teamwork. Agile management focuses on deliverables with a scalable, trial-and-error approach that also groups workers to dynamically solve the challenges of the business in a start-up environment.

Findings from the Hartnell, Ou & Kinicki (2011) report on the association between corporate culture and employee productivity suggest that corporate culture issues can play a major role in small business failures. Instead of placing additional work on behalf of the entire organization, productivity decreases and progress comes to a halt when workers simply perform the duties required for their own work. Unfortunately, before it is too late to make essential improvements, many founders appear to neglect the evolving communities within their corporations.

In his research on the role of organizational culture in the development of small companies, McGarvey (2017) highlighted some warning signs of company culture issues, including: increased turnover; difficulties in hiring qualified people; workers arriving at work and leaving home on time; poor attendance at company events; lack of honest cooperation and appreciation of the purpose of the company; A small business displaying one or more of these warning signs should consider whether the concerns stem from the atmosphere of the company. If so, measures should be taken by the small business owner to strengthen the atmosphere, including reaffirming the mission and values of the organization and creating a more open relationship with workers.

In his results, Papa (2018) argued that culture can be an especially significant factor for small businesses. A healthy company culture can improve the dedication and competitiveness of workers, whereas a dysfunctional culture can hinder the development of a company or even lead

to business loss. When many entrepreneurs first launch a new company, they inevitably appear to take on a lot of liability on their own. However as the organization expands and hires workers, the oppressive management model used effectively by the business owner of a relatively small business will become counterproductive. The small business owner should aim to get everybody else in the organization to do your job, while you create an environment so that they can do it." instead of seeking to maintain control over all facets of the operation.

Based on his results, Sopow (2017) retained the opinion that workers perceive themselves as part of a team in a stable society and derive satisfaction by helping the overall business thrive. As workers believe like they are contributing to a good collective endeavor, they are likely to increase their degree of engagement and efficiency, and therefore the quality of the goods or services of the business. Employees in an unhealthy society, by contrast, prefer to see themselves as people, separate from the organization, and rely on their own needs. They only meet the most fundamental criteria of their employment, and their paycheck is their primary and maybe sole inspiration.

Kleinbaum & Aviva (2016) study results indicate that firms that have a few unique cultural catalysts, those that use informal emotional techniques to affect actions, are far more likely to experience lasting change. 70 percent of the businesses who actively recorded using aspects of their community said their businesses had experienced sustained change in corporate pride and emotional engagement. For companies that have not used culture as a lever, that compares with 35 percent.

Although there is no perfect solution, no genius algorithm, no computational equation to ensure results, through decades of study and evaluation at hundreds of firms, including some of the

world's most profitable companies, Rosauer (2016) obtained some useful insights. His results revealed that organisations can learn to deploy and strengthen their community by implementing the following values in a way that would improve the likelihood of financial and organizational success. 1. Work with and within your current cultural situations 2. Change behaviors, and mind-sets will follow. 3. Focus on a critical few behaviors. 4. Deploy your authentic informal leaders. 5. Don't let your formal leaders off the hook. 6. Link behaviors to business objectives. 7. Demonstrate impact quickly. 8. Use cross-organizational methods to go viral. 9. Align programmatic efforts with behaviors. 10. Actively manage your cultural situation over time.

**How discipline impacts employee productivity;** disciplinary action is any action taken by the company in response to an unsatisfactory employee performance or behavior. Primary objective of discipline is to bring an employee back, where possible to an acceptable standard of performance and behavior rather than to punish an employee. The emphasis in discipline therefore should be on improving employee performance or correcting an undesirable conduct rather than simply on punishing it. When a person is disciplined, he or she possesses the trait of being well- behaved. In the context, the word discipline is related to the word conduct, behavior and deportment. Discipline is actually a combination of reward and punishment methods. To be disciplined, either a virtue (the capacity to obey direction well or a euphemism for punishment is subject to meaning (which may be referred to as disciplinary procedure).

Grensing (1999) in his own finding established that it is inevitable that at some stage all employers will encounter difficulties with the performance of the employees in the workplace. Employee productivity is improved if such issues are addressed informally, as and when they rise, by managers via discussions which clarify what good performance looks like; goal setting,



support and timely positive feedback where appropriate. Only when these options have been exhausted and where there is no alternative should managers enter a more formal disciplinary procedure.

Omotoso (2001) in his findings posited that the link between discipline and employee productivity lies in the use of disciplinary procedure; he asserted that disciplinary procedure is a way that an employer can tell an employee that something is wrong. It allows the employer to explain clearly what improvement is needed and it should give the employees an opportunity to explain their side of a situation. It can lead to administrative action, including, in a more extreme situation, expulsion. Employers use administrative processes to warn personnel that their work or behaviour is not up to the desired level and to motivate them to improve.

Employers may attempt to raise the matter informally with the employee prior to taking substantive disciplinary action or dismissal of an employee. This is also a good way to easily fix a question. The problem can also be the product of a misunderstanding and this can cause the employee to provide facts to explain the problem. The boss, on the other hand, may opt to proceed to their specific administrative or discharge processes directly.

In his results, Lebergatt (2002) reinforced the notion that every agency has administrative processes that provide employers, staff and their members with basic functional guidelines and laid out standards for the treatment of disciplinary and grievance circumstances in the workplace. These rules establish a structure to govern the workforce's practices. According to Lebergatt, rather than punishing, the purpose of every corrective action is to remedy unsatisfactory conduct. Therefore, what constitutes " misconduct " and what constitutes " gross misconduct " that calls for a stringent implementation of the procedure should be fulfilled as completely as possible. In

his observations, he also noted that owing to the severe repercussions of disciplinary action, suspensions, demotions and dismissals are usually required to be carried out only by senior management. This implies, other managers are normally restricted to the giving of warnings of one kind or another, and the same applies to supervisors. The process assumes that there is always a supervisor at every level in the workplace.

Luthans & Doh (2015) in their findings proved that the need for discipline arises when there is unacceptable behaviour on the part of the employee, disciplinary matters have to be handled with fairness and credibility and as such employees should be given fair hearing. There are appropriate work performance expectations established by the manager's boss, ethical behaviour and discipline that each employee is supposed to uphold. When personnel do not operate to the required level or when their action is an intrusion, inconvenience or drawback to the activity of the company. Supervisors are responsible for the execution of disciplinary actions and are accountable. In his results, Lienert & Mordi (2001) claimed that continuity in related cases and corrective measures should " fit the crime " if punishment is to be used as a productivity management tool. As part of a series of corrective measures, an employee's rightful reprimand will help an employee boost his or her performance and rejoin the ranks of performing workers.

**Nexus between corporate culture, discipline and employee productivity;** due to very limited secondary data on the nexus between corporate culture, discipline and organizational productivity, the primary data will dwell on this.

## **2.4 Organization of study**

**Overview of the Nigerian Communication Commission;** The NCC is the independent national regulatory body for Nigeria's telecommunications market. The Commission is

responsible for establishing an enabling atmosphere for competition among industry operators and for ensuring that qualitative and effective telecommunications services are delivered across the world. The Commission's vision statement thus states that it is a sensitive, world-class regulatory body for media, while the mission statement thus states that it embraces a market-driven communications marketplace and encourages open access.

The NCC was created under decree 75 of the federal military government of Nigeria on 24 November 1992. The commission is headed by a board of nine commissioners, composed of the chairman, the executive vice chairman/chief executive officer, two executive officers and five non-executive commissioners. There are five directorates, fourteen departments and five units. All these officers report to the office of the chief executive. The directorates and their departments are as follows, the spectrum administration directorate and it covers spectrum planning, spectrum assignment, spectrum utilization and monitoring, spectrum database management.

The next is the licensing directorate and it covers licensing/records, zonal operation, tariff and charges. The third directorate is the technical standards and network integrity and it covers wireless networks, fixed networks and converged services, interconnection and network monitoring. The fourth is the legal directorate and it covers license doc/registry, telecoms law/regulations, dispute resolution. The fifth is human capital and infrastructure group directorate and it covers administration, human resources, information technology.

The departments are public affairs and it covers protocol, media management, public relations, regulatory and government, the finance department, the next is the commissions' secretariat and it covers bureau, new media and information services, the next is the project

department, the next is policy and competition department, the next is the information technology department, the next is the compliance and enforcement department and lastly the corporate planning department.

**Objectives of the Nigerian Communications Commission;** The Nigerian Communications Commission's goals include the following: to facilitate the enforcement of the national policy on communications or telecommunications, as may be modified and amended from time to time. To create a regulatory structure for the Nigerian communications industry and to establish an appropriate, unbiased and independent regulatory authority for this purpose, to facilitate the provision of new universal, productive, secure, inexpensive and easily accessible communications services and the widest range of such services in Nigeria, to encourage local and foreign investment in Nigeria.

Others include; fostering the growth of the Nigerian economy's communications manufacturing and supply sector and also supporting successful research and development activities by all practitioners in the communications industry, defending the rights and interests of service providers and customers within Nigeria, ensuring that the needs of disabled and elderly people are taken into account Ensuring effective management, including planning, coordination, selection, allocation, allocation, registration, control and usage of scarce national resources in the communications sub-sector, including but not limited to frequency range, numbers and electronic addresses, as well as supporting and safeguarding national values, protection and security in the use of the scarce national resources referred to above.

**Powers of the Nigerian Communications Commission;** The powers of the Nigerian Communications Commissions are drawn from Section 3 of the 2003 Nigerian

Communications Acts (NCA); to provide licensees with written orders, to meet customers, business and industrial organisations, to assign their duties to a committee appointed by them to invite individuals to appear before the tribunal, to enter into contracts with any business, company or company or entity.

With regard to licensing, the NCC has been granted powers including the following; with issuance of licenses and imposition of terms and conditions on licenses, variation or revocation of a condition of license, consulting with affected licensees before bringing into force an obligation which may be onerous on the licensee, approving guidelines for keeping of accounts and cost allocation formula of licensee, inspection of licensees' books of accounts, granting or revoking of permits for connection of customer equipment, determination of principles to guide interconnection arrangements between operators and determination of services and new undertakings eligible for licensing from time to time.

**Functions of the Nigerian Communications Commission;** The Nigerian Contact Commission's responsibilities include the following; i. Facilitating investment in the provision and supply of telecom networks, equipment and facilities in and into the Nigerian economy. ii. Defense and promotion of customer rights against discriminatory practices, including but not limited to, tariff and fee problems and the provision and efficiency of communication systems, devices and facilities. It. iii. Ensuring the licensees adopt and run the most reliable and accurate billing system at all times. iv. iv. Promoting fair competition in the telecom sector and defending providers of communications services and facilities against abuse of market control or anti-competitive and discriminatory practices by suppliers of other services or facilities or suppliers of equipment. V. the issuing and extension of communications licenses, whether or not the licenses themselves provide in conformity with the rules of this Act, for renewal and the supervision and implementation by licensees of compliance with license terms and conditions.

Uh. vi. Proposing and incorporating changes to the terms of the license in compliance with the aims and provisions of this Act.vii. Fixing and charging fees for issuing the Commission's communications licenses and other compliance facilities. Huh. viii. Creation and monitoring, with respect to the best international performance metrics, of performance standards and indices relating to the quality of telecommunications and other communications services and facilities supplied to customers in Nigeria. Huh. ix. To give full power and effect to the provisions of this Act, to render and impose such regulations as may be appropriate under this Act. x. Regulation and administration of the frequency spectrum for the telecom industry and assistance in the creation of a national frequency strategy through the National Frequency Management (NFM) Board. 3. xi. Creation, management and administration of a scheme for the national numbering plan and electronic addresses and the distribution to licensees of numbers and electronic addresses from there. Huh. viii. Creation and monitoring, with respect to the best international performance metrics, of performance standards and indices relating to the quality of telecommunications and other communications services and facilities supplied to customers in Nigeria. Huh. ix. To give full power and effect to the provisions of this Act, to render and impose such regulations as may be appropriate under this Act. x. Regulation and administration of the frequency spectrum for the telecom industry and assistance in the creation of a national frequency strategy through the National Frequency Management (NFM) Board. 3. xi. Creation, management and administration of a scheme for the national numbering plan and electronic addresses and the distribution to licensees of numbers and electronic addresses from there. xv. Xv. Reviewing and settling grievances and objections and conflicts between licensed carriers, customers or any other entity interested in the communications business, using the mechanisms of conflict settlement that may be decided by the Tribunal, including consultation and arbitration,

from time to time. Huh. xvi. Preparation and execution of programmes and strategies to support and ensure the growth of Nigeria's telecom sector and the availability of communications services. xvii. Developing, overseeing and executing a universal access plan and initiative in compliance with the general agenda and goals of the federal government. xviii. Advising the Minister on the formulation of general policies for the communications sector and in general, on issues relating to the communications sector in the fulfillment of the duties and obligations of the Minister under that act. xix. Implementation of the general government policy on the media sector and the implementation of all other roles and duties delegated or incidental or relevant to the commission under this Act. Huh. xx. Advising and supporting clients and professionals of the media sector in general with a view to improving the industry and meeting the goals of this act and its subsidiary regulations. xxi. Representation of Nigeria in international organization proceedings and on issues pertaining to the management of media and ancillary and associated matters. xxii. General responsibility of the communications sector for economic and technological control.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter deals with the design and methodology employed for the research. Essentially it describes the research design, population and sample size determination, sources of data, questionnaire design and administration.

#### **3.2 Research design**

A design is generally referred to as a formulated framework, as a plan of action which has given piece of work is expected to follow. A research design is therefore a plan for a research work, which aims at providing guidelines, which the research work is being conducted. Most especially, the nature of the topic contributes to the basis for the formulation of the research design. The research design is a term used to describe a number of decisions which needs to be taken regarding the collection of data. The study adopted the survey research design.

### **3.3 Method of data collection**

In carrying out this research project the researcher collect data from two main sources.

**Primary sources of data:** This Source provided firsthand information in relation to the study. The main instrument used is the questionnaire. The questionnaire was carefully designed to accommodate two sections. The first section is personal data (Demographic characters) which will generate proper data regarding the respondent characteristics like sex, age, educational background e.t.c while the other deals on relevant aspects of the topic under study. The essence of data collection is to make something good out of it.

**Secondary sources of data:** The researcher obtained data through text books, journal, magazine, newspapers, national library, and internet from related literature.

### **3.4 Method of data analysis**

Data collected were analyzed using simple percentage method for easy understanding and presented as statistical histograms with all variables identified. The data was analyzed using simple percentage. Those insignificant responses are admitted to be incorrect and hence discarded and the final findings were interpreted accordingly. The data from the interview were



analyzed qualitatively and the results presented in the form of a summary. The sample statistical technique or frequencies and percentage used were shown below:

$$\text{Thus \% } \frac{F}{N} \times \frac{100}{1}$$

Where  $F$  = frequency of a particular response

$N$  = total response

### **3.5 Population of study**

This is generally taken to be the totality of all the elements, subject or number which posses a common and specific characteristic within a given geographical location. Population is the aggregate or totality of the units in the universe. In line with this definition, Population is also the collection of elements, units of individuals for which information is sought. The population was restricted to only the staff of the case study. They form the units of analysis for this study and their nature is determined by the survey objective.

### **3.6 Sample size.**

This implies a proportion of the population, which was taken as a representation of the whole population and on which conclusion made on them based on the data, which they give, was taken to be peculiar to all members of the whole population. In relation to this study, the researcher decided to study fifty (50) respondents.

### **3.7 Sampling technique**

The sample technique adopted was the purposive and or judgmental sampling technique; this sampling technique affords the researcher the discretion to determine the sample size without any statistical computations but solely on the judgment of the researcher.

### **3.8 Justification of the methods**

The survey method used was adopted because of its high representativeness, its low cost, it's convenient data gathering, its good statistical significance, its little or no observer subjectivity and its precise results.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1 Introduction**

This segment will focus on the administration of questionnaire, data related to the socio-demographic data and the data related to the substantive and or research questions.

### Administration of questionnaire

A total number of fifty (50) questionnaires were distributed to staff of the case study the response rate is shown below in tabular form.

Questionnaire distributed	50	100%
Questionnaire received	50	50%
Questionnaire withheld	0	0%

Source: Field survey, 2020.

### 4.2 Demographic analysis of respondents

**Table 2: Academic qualification.**

Educational Qualification	Frequency	Percentage (%)
OND/NCE	15	30
HND/BSc	25	50
Others	10	20
<b>TOTAL</b>	<b>50</b>	<b>100%</b>

Source: Field survey, 2020.

From the above table the number of respondent by academic qualification shows that 30% of the population of workers fall under OND/NCE holders, 50% under HND/B.Sc and 20% of the population of workers falls under the others.

**Table 3: Grade**

Variable	Frequency	Percentage (%)
Senior	20	40
Junior	30	60
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: field survey, 2020.

From the table above, the number of respondents by level classification show that 40% of the population falls under the category of senior cadre sector worker while the remaining 60% are junior cadre.

**Table 4: Analysis of respondent by marital status.**

Variables	Frequency	Percentage (%)
Single	15	30
Married	35	70
<b>Total</b>	50	100%

Source: field survey, 2020.

From the above table, it can be seen that the bank has more of married customers which is represented by 70% and 30% of unmarried customers.

**Table 5: Analysis of respondents by length of service.**

Variables	Frequency	Percentage (%)
1-10	15	30
10-20	25	50
20 and above	10	20
<b>Total</b>	50	100%

Source: field survey, 2020.

From the above table, shows that the bank customer age brackets (1-10) is 30%, (10-20) is 50% and (20 and above) is 20%.

### 4.3 Data related to the research questions

**Table 6:** does corporate culture impact on employee productivity

Variables	No. of Respondents	Percentage %
Yes	45	90
No	5	10
No answer	0	0
Total	50	100

Source: Research survey 2020.

In table above, 45(90%) respondents opined that corporate culture impacts on employee productivity, while 5(10%) of the respondents said no.

**Table 7:** does discipline impact on employee productivity?

Variables	No. of Respondents	Percentage %
Yes	30	60
No	15	30
No answer	5	10
Total	50	100

Source: Research survey 2020.

The table above indicates that 30(60%) respondents are of the opinion that discipline impacts employee productivity on the other hand, 15(30%) held that discipline did not impact employee productivity. Only 5(10%) indicated “no answer” as their response to the research question.

**Table 8:** is there a nexus between corporate culture, discipline and employee productivity?

Variables	No. of Respondents	Percentage %
Yes	47	94
No	3	6
No answer	0	0
Total	50	100

Source: Research survey 2020.

From the table, it is evident that 47(94%) respondents hold the view that there is a nexus between corporate culture, discipline and employee productivity, whereas 3 (6%) have contrary view.

**Table 9:** does the use of sanctions and punishment reduce indiscipline?

Variables	No. of Respondents	Percentage %
Yes	25	50
No	20	40
No answer	5	10
Total	50	100

Source: Research survey 2020.

In table above, responses demonstrate that 25(50%) respondents believe that the use of sanctions and punishment reduce indiscipline while 20(40%) do not agree that sanctions and punishment reduce indiscipline. On the other hand 5(10%) indicated “no answer” on their questionnaire.

**Table 10:** does transparent disciplinary procedure and grievance process check indiscipline?

Variables	No. of Respondents	Percentage %
Yes	45	90
No	3	6
No answer	2	4
Total	50	100

Source: Research survey 2020.

The table above shows that 45(90%) respondents opined that the application of transparent disciplinary procedure and grievance process check indiscipline; whereas 3(6%) differ from this opinion. 2(4%) say they do not have answer to the research question.

**Table 11:** can credible corporate culture be developed through management philosophy or through a bottom to top approach?

Variables	No. of Respondents	Percentage %
Management philosophy	33	66
Bottom-top	15	30
No answer	2	4
Total	50	100

Source: Research survey 2020.

The table it is seen that 33(60%) of the respondents hold the opinion that credible corporate culture can be developed through management philosophy, 15(30%) are of the view that it can be developed from the bottom to top approach while 2(4%) had no opinion to the question posed.

**Table 12:** does discipline constitute part of a good corporate culture?

Variables	No. of Respondents	Percentage %
Yes	43	86
No	6	12

No answer	1	2
Total	50	100

Source: Research Survey 2020.

From the table 43(86%) of the respondents were of the view that discipline constitute part of a good corporate culture, on the other hand 6(12%) of the respondents disagreed while 1(2%) of the respondents had no opinion.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATION**

#### **5.1 Summary of findings**

From the data collected the following findings were made



- i. There is a significant relationship between corporate culture, discipline and employee productivity. The impact of corporate culture cannot be overstated; it helps ingrain discipline which in turn helps in overall employee productivity.
- ii. Transparent disciplinary procedures can abate indiscipline; from the study it was proved that disciplinary proceedings and grievance proceedings should be made transparent and also made to run its full course and in extension applied across board without discrimination. This helps in making discipline an effective tool for addressing the critical issues of employee productivity, when the disciplinary process is not transparent or biased it will be misunderstood and viewed by employees as a tool for victimization, this scenario makes it a minus rather than a plus for employee productivity. Why it is agreed that sanctions and punishment reduce acts of indiscipline organizations are better off if employees are not coerced to be responsible or disciplined members of an organization.
- iii. Credible corporate culture can be developed through a good management philosophy; the study showed that the management philosophy in place in any organization was a credible starting point for a good corporate culture. The leadership quality, empathy and level of result oriented management strategy in place spurred a corporate culture that would be easily emulated by the employees working in any organization.
- iv. Discipline formed a core component of any good corporate culture; it is assumed that in any organization the absence or presence of discipline could make or mar that organizations efficiency or effectiveness. Discipline therefore was very crucial in overall employee productivity which was a launch pad for organizational productivity.

## **5.2 Conclusion**

The role corporate culture plays in employee productivity is a two sided coin the two correlate if there is a worker friendly corporate culture which reflects employee-friendly attitude usually through unconventional perks; it is assumed that an organization has a good corporate culture if people want to work for that firm. The role of corporate culture on employee productivity also hinges on the character of the company; its benefit cannot be separated from the generalized beliefs and behaviors, company-wide value systems, management strategies, employee communication, employee relations, work environment, work attitude, company origin, as well as visual symbols such as logos and trademarks.

Corporate culture is also directly influenced by national cultures and traditions, economic trends, international trade, organizational size, and products. It must also be noted that as national culture influence and shape corporate culture, so can a company's management strategy also influence and shape corporate culture. Using strategies such as fostering creativity, collective problem solving, and greater employee freedom organizations can actually develop credible corporate culture.

The primary objective of discipline is to bring an employee back, where possible to an acceptable standard of performance and behavior rather than to punish an employee. The emphasis in discipline therefore should be on improving employee performance or correcting an undesirable conduct rather than simply on punishing the employee. At some stage all organizations will encounter difficulties with the performance of the employees in the workplace. Employee productivity is improved if such issues are addressed informally, as and when they rise, by managers via discussions which clarify what good performance looks like; goal setting, support and timely positive feedback where appropriate.

The link between discipline and employee productivity lies in the use of disciplinary procedure; disciplinary procedure is a way that an employer can tell an employee that something is wrong. It allows the employer to explain clearly the improvement that is needed and it should give the employees an opportunity to explain their side of a situation. Employers use administrative processes to warn personnel that their work or behaviour is not up to the desired level and to motivate them to improve.

Before taking formal disciplinary action or dismissal of an employee, employers should try to raise the matter informally with the employee. This is often a good way of resolving a problem quickly. Sometimes the problem may be the result of a misunderstanding and this may enable the employee provide evidence to clarify the issue. On the other hand, the employer can decide to go directly to their formal disciplinary or dismissal procedures.

Each organization has disciplinary processes that provide employers, staff and their representatives with basic realistic guidelines and set out standards for managing workplace disciplinary and grievance situations. These rules establish a structure to govern the workforce's practices. The object of any disciplinary action is to remedy, rather than punish, unsatisfactory conduct. Other executives are typically limited to the issuance of alerts of one kind or another and the same extends to managers.

In summary for any organization to improve its overall employee performance they must try as much as possible to have a credible corporate culture and part of what will constitute a good corporate culture would be discipline. Discipline ensures that organizational rules, principles and precepts are adhered to; it also ensures that individual goals are subordinated to group or

organizational goals all these help improve not only employee performance but also overall organizational productivity.

### **5.3 Recommendations**

Based on the findings the following recommendations are proffered:

- i. Organizations should ensure that they link the two variables of corporate culture and discipline so as to ensure employee productivity. To do this link-up successfully organizations should ensure they create an environment where discipline is rewarded this will in turn create an environment in which the phenomena of discipline becomes part and parcel of the overall organizational culture.
- ii. Transparent disciplinary procedures should be inculcated as part of organizations personnel policy, organizations should also ensure they have a credible grievance procedure and these two procedures must be exhausted to ensure there is no bias, this is one key way to ensure discipline does not become a tool for unnecessary victimization of personnel by the management or superiors. If workers perceive that they are victimized through the disciplinary process it de-motivates them and the impact on productivity can best be imagined.
- iii. Organizations should ensure they create an atmosphere for a successful management plan as this will help ensure good management philosophy, this is very important due to the fact that leadership is everything in organizations. Members in an organization normally look up to the management team for leadership once this is lacking then the organization suffers.

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**Appendix**

**MOUNTAIN TOP UNIVERSITY  
COLLEGE OF HUMANITIES AND SOCIAL SCIENCE  
DEPARTMENT OF BUSINESS ADMINISTRATION**

RESEARCH QUESTIONNER:

EFFECTS OF CORPORATE CULTURE AND DISCIPLINE ON EMPLOYEES PRODUCTIVITY PATRONAGE – A STUDY OF NIGERIA COMMUNICATION COMMISSION.

Dear Respondent

I am Umoh Esther Edem a final year student of the above-named university and department. I am conducting a research in fulfillment of the requirement for the award of B.Sc Degree in Business Administration.

I, therefore solicit your candid response by filling this questioner as applicable to you. All responses will be strictly treated as confidential and used for academic research only.

Thanks for your corporation

Yours faithfully,

Umoh Esther Edem.

**QUESTIONNAIRE**

**Demographic analysis of respondents**

1: Academic qualification of respondents. OND/NCE..... HND/B.Sc..... Others.....

2: Respondents grade. Senior..... Junior.....

3: Marital status of respondents. Married..... Single.....

4: Respondents years of service. 1-10..... 10-20..... 20 & above.....

**Data related to the research questions**

5: does corporate culture impact on employee productivity. Yes..... No.....

6: does discipline impact on employee productivity? Yes..... No.....

7: Is there a nexus between corporate culture, discipline and employee productivity?

Yes..... No.....

**8:** does the use of sanctions and punishment reduce indiscipline?

Yes..... No.....

**9:** does transparent disciplinary procedure and grievance process check indiscipline?

Yes..... No.....

**10:** can credible corporate culture be developed through management philosophy or through a bottom to top approach?.....

**11:** does discipline constitute part of a good corporate culture? Yes..... No.....