

Motivation Practices and Employee Discipline of Selected Federal Paramilitary Agencies in South West, Nigeria

Ogunkanmi A. T.¹

¹ Department of Business Administration and Marketing, Babcock University Ilisan-Remo, Ogun State, Nigeria

Correspondence: Ogunkanmi A. T., Department of Business Administration and Marketing, Babcock University Ilisan-Remo, Ogun State, Nigeria.

Received: March 3, 2021

Accepted: April 24, 2021

Online Published: May 7, 2021

doi:10.5430/ijba.v12n3p98

URL: <https://doi.org/10.5430/ijba.v12n3p98>

Abstract

Motivation is imperative for employee discipline, as it is also critical to the success and survival of organisations. Some scholars are of the opinion that the most difficult factor, of all the factors of production in the organisation, is the human element. In the same vein human beings are considered as the most important assets of organization. Employee's behaviours, such as discipline and indiscipline affect the image of organisations both positively and negatively. The image of the organisation may be damaged by acts of indiscipline exhibited by employees. Such acts may include, lateness, laziness, leaking of official secrets, going against the rules and regulations of the organisation, brutality, corrupt practices and general misconducts.

Indiscipline among employees is a common phenomenon and it contributes to the negative images of many organisations. The high level of indiscipline among paramilitary officers is also a global issue. The study adopted quantitative research technique, with a study population of 22,235 personnel of selected paramilitary agencies in South-West, Nigeria. One thousand copies of validated questionnaires were used for collection of responses from respondents. The response rate was 91%, and data collected were analyzed by employing both descriptive and inferential methods. The result of the study confirmed that motivation had positive effect on employee discipline of the selected Federal paramilitary agencies in South-West, Nigeria.

Keywords: motivation practice, employee, discipline, paramilitary, agencies

1. Introduction

According to Ogunkanmi (2020), motivation practices are tools or strategies used by management of organisations to influence employees' attitude or behaviour. In the same vein, Adeyeye and Adeoye (2014) opined that motivation is concerned with factors that influence people to behave in certain ways. Human behaviour is critical to the survival or otherwise of organisations. Employees often become agitated when their organisations do not offer good motivation packages such as, good salary, allowances, training, promotion and good work environment, etc (Ogunkanmi, 2020). In addition, when employees lack job satisfaction they may resort to absenting themselves from work, engaging in acts of laziness, going against the rules and regulations of the organisation, revealing the secret of the organisation to her competitors and engaging in other unethical behaviours. It is argued that employee's behaviour such as high level of discipline often enhances the level of productivity of such employee. The essence of a good motivation practice is to get employees behave positively as it impacts positively on their productivity. Furthermore, motivation practice is a global human resource management issue which personnel managers encounter in the course of their duty, therefore personnel managers are expected to design a robust motivation practice that will encourage employees to be committed. Openstax (2019) gave an elaborate definition of motivation as a force within or outside of the body that energizes, directs and sustains human behaviour. The force within the body includes needs, personal values, and goals, and on the other hand, the force outside of the body is the incentives. Motivation practices and employee discipline are global issues which have not been adequately researched. Researches have been conducted on indiscipline in schools and public service without considering motivation as a factor or variable. Furthermore, Cherotic, Chepkilot and Muhanji, (2015) as cited in (Ogunkanmi 2020) established that rewards which have to do with motivation practices significantly affect individual behaviour either negatively or positively. Absenteeism and lateness have a negative relationship with rewards and performance which shows that individuals who score high in performance and rewards will have low scores in work withdrawal behaviour (absenteeism and lateness).

Employee discipline in this study means obedience rather than punishment. However, this does not foreclose the fact that punishment can be used to instill discipline in employees. Indiscipline has become a global issue because of general frequent strikes and negative attitude to work, and disobedience among workforces of nations which are attributable to motivation practices of organizations. There have been massive efforts to improve management of people in us industry. According to Skinner (1981) this efforts started since World War 11, by calling it, human relations, personnel management, labour relations and now management of human resources. In addition, businesses have spent millions of dollars to make employees productive, loyal and motivated. However, Patrician, Shang and Lake (2010) as cited in (Ogunkanmi,2020) said the US Army is characterised by low job satisfaction with reference to its Medical Department and that it is capable of affecting the morale of officers. In addition, Martin (2011) asserted that low level of employee discipline, employee integrity and high level of corruption in the US police were due to low job satisfaction.

Also, in United Kingdom, 2,500 prison staff had been subjected to disciplinary actions in the last five years (2013-2018) as a result of relationships with inmates, assaulting prisoners and racism. Taking the discussion further, Grierson (2019) said the major and common reason for disciplinary action was breach of security, which includes bringing drugs and mobile phones into prisons. The negative attitudes or behaviours of these employees are often attributable to poor or lack of motivation packages. Furthermore, Jerome (2018) said in U.K nearly a third of national employees are not motivated at work. A quarter of those who are poorly motivated complained that they have no career progression, while nearly the same number perceived that senior management communicated poorly.

There were cases of insubordination, lack of commitment and tardiness among Uganda police force (Ddamulira, 2009). In addition, Musooka (2010) as cited in (Ogunkanmi, 2020) said before the global economic crisis in 2008 and 2009 majority of Uganda's labour force had experienced difficulties at work. Workers were underpaid so they could not provide for basic needs and also save. Lyomok and Baguma (2009) concluded that Uganda is the worst in East African region promoting workers dignity and rights. Furthermore, Dumas and Houdre (2016) as cited in (Adefulu, Amos and Ogunkanmi) said 58% of standard workers in Uganda are frequently dissatisfied or would like to change jobs in Uganda.

Also, in South Africa police had issues of lack of discipline, lack of trust by members of the public and extortion(Motala,2019).In Nigeria motivation is characterized by deprivation of workers of the physiological needs through salary, delay in the payment of salaries and falling benefits (Egbo, Alhaji & Egbo,2018). Ojo (2011), said the Nigeria police is poorly remunerated, poorly trained, poorly equipped and non conducive work environment.

1.1 Statement of the Problem

Employee discipline has been researched in relation with performance and productivity, yet employees behaviour has not improved.

In addition most studies conducted on motivation and performance were conducted in developed countries. In spite of the studies conducted, employee discipline has continued to be a big issue in both business organisations and paramilitary agencies.

1.2 Objectives of the Study

This study had only one objective which was to examine the effect of motivation practices on employee discipline of selected paramilitary agencies in South-West, Nigeria.

1.3 Research Questions

How do motivation practices affect employee discipline of selected paramilitary agencies in South-West, Nigeria.

1.4 Scope of the Study

This study examined the effect of motivation practices on employee discipline of selected paramilitary agencies. The four paramilitary agencies studied were Nigeria Immigration Service, Nigeria Correctional Service, Nigeria Security and Civil Defense Corps and National Drug Law Enforcement Agency in South West, Nigeria. The population of the study was 22,235 which comprised of officers and men of the agencies studied.

1.5 Significance of the Study

The study would form basis for top management's decisions of the selected paramilitary agencies. In addition it will benefit the society, human resource practioners and consultants. Furthermore, it will serve as a guide to heads of paramilitary agencies in developing motivational practices that will mitigate the high level of indiscipline among their officers and men.

2. Literature Review

2.1 Motivation

According to Oxford Learner's Dictionary (Fourth edition), motivation means reason for somebody's action, a reason that can cause somebody to act in a particular way or a feeling that can stimulate the interest of somebody and cause such a person to want to do something. Human beings are perceived to be rational beings who act based on certain elements which may be internal or external or both. This is what often separates human beings from animals, although they also have feelings but lack capacity to reason. In the same vein Tohid and Jabbari (2011) referred to the PMBOK definition of motivation as powering people to achieve high levels of performance and overcoming barriers in order to change. Furthermore, motivation is defined as the force that causes movement in human and any agent that causes (internal or external) activity in living creature is considered as a kind of motivation (Tohid Tarok 2011, Daniel, Collura, Aliance & Nocito-Globel 2005). Tohid (2011) again says motivation is the driver of guidance, control and persistence in human behaviour.

In another dimension, Geomari (2012) as cited in (Al-Madi; Asal; Shrafat; & Zeglat 2017) said motivation is a decision making process, as well as an urge in an individual to perform goal-oriented behaviour. However, George and Sabapathy (2011) argued, that work motivation stimulates an individual to take an action, which will result in attainment of some goals, or satisfaction of certain psychological behaviour. Aborishade and Obioha (2009) argued that motivation deals with everything that a manager knows to affect the direction and rate of individual's behaviour towards commitment. The import of this definition is that managers can influence the behaviour of other staff through motivation. According to Rajput, Abubakr, and Ahmad (2011), the word motivation is derived from a Latin word "movere" which literally means "to move".

Luthan (1998), argued that motivation is "a process that starts with a physiological deficiency or need that activates behaviour or drive that is aimed at a goal incentive. This view was supported by Tella, Ayeni and Popoola (2007) who submitted that the key to understanding the process of motivation lies in the meaning of and relationship among needs, drives and incentives. Ifinedo (2003) opined that a motivated worker can be easily identified by his or her agility, dedication, enthusiasm, focus, Zeal and general performance and contribution to organizational objectives and goals.

Also, Jansen and Samuel (2014) agreed that motivation can also be conceived as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. In the same vein, Mullins (2010) is of the opinion that the underlying concept of motivation are some driving forces within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation. Herzberg (1959), two factor theories classified motivation into hygiene and motivator which are often referred to as intrinsic and extrinsic motivation. Jansen and Samuel (2014) opined that intrinsic motivation refers to doing an activity simply for enjoyment, rather than its instrumental value. In contrast Mullins (2010) argued that intrinsic motivation is related to psychological rewards such as the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner. Ryan and Deci (2000), said on the other hand extrinsic motivation is a performance of an activity in order to attain some separate outcome. Extrinsic motivation is related to tangible rewards such as salary and fringe benefits, security, the work environment, co-workers, company policies and conditions of work.

2.2 Employee Discipline

Mooney (2018) says discipline in business is a type of training in which individuals are subject to particular regulation designed to mold behaviors. She said it is necessary to instill a discipline program in the business in order to move forward. Also, she opined that an effective regiment will help improve workplace performance, provide a safe and honest environment conducive to production. Furthermore she highlighted the importance of discipline in an organization as promotion of appropriate behavior which helps put both management and employees on their best behavior. Managers must strictly adhere to the company's protocols in order to effectively lead those looking up to them as examples. Employees who enter this type of administration know what the expectations are as well as the penalties for committing infractions. This knowledge according to (Mooney, 2018) promotes appropriate actions and conducts which are essential for a small company. She further said, discipline should always be used as a means of ensuring that all employees adhere to a unified set of standards. Efficiency is also identified as being important to discipline; staff members must discipline themselves in working in a timely manner to produce quality output. Discipline requires concentration, time management, and orderliness, which all contribute to efficient labor. Another benefit of discipline is peaceful environment which ensues when we have a workplace that is committed to values of concentrated regimen. The environment that exists in organizations which do not issue specific guidelines for

behavior is frequently impulsive, erratic and uncertain. It is extremely difficult for management to effectively lead workers under these conditions. A disciplined facility however encourages a pleasant environment that promotes good management and employee relation. Fairness is another benefit or importance of discipline which helps to produce an honest environment in which everyone is treated fairly. An employee does not have to fear being shouldered with an unfair amount of tasks because set protocols are in place that calls for workers to share the load. Managers are less likely to play favorites in a disciplined environment as well, as they are subject to the same conduct requirements as all others in the company. According to her, compliance organization states that employers can ensure fair treatment of all workers by uniformly following their performance discipline plans.

Safety is another benefit identified; safety in company is of vital importance. Kelly services, Smart manager website says that a disciplined environment is necessary to provide a secure workplace. For this reason it is necessary to train all employees on safety procedures. Employees who fail to follow safety directives are subject to disciplinary measures (Mooney, 2018).

Yudhistiano, Suharto and Cheria (2017) in addition define discipline as an adherence to the rules, norms, standards, laws and order in force. Employee discipline will affect the efficiency and effectiveness of its work. Employee discipline expected their work will be done efficiently and effectively as possible. Where discipline cannot be enforced, then it is likely predetermined that organizational objectives cannot be achieved efficiently and effectively (Sarwani, 2016).

Bruce (2014) discusses the pros and cons of a progressive discipline program by defining progressive discipline policy as one that has a clear progression of disciplinary actions that will be taken when an employee violates the work rules. He gave an example of typical progressive disciplinary policy to include these steps; such as a verbal warning which is one that is more informal. It serves to ensure that the employee is aware of the infraction and is given the opportunity to take steps to remedy it. (He said the warning is verbal but should be documented). The next step is a written warning which is a more formal warning to the employee. It is issued if the verbal warning does not result in a positive change in the employee's behavior. It usually includes an action plan or next steps that must be taken in order to ensure that there are no further consequences. An employer may choose to have more than one written warning for some infractions. Usually, the employer and employee sign the written warning and it goes into the employee's personnel file. As part of a progressive policy suspension is next to written warning, suspension is generally reserved for major infractions or for situations that require investigation before further action is taken. It can serve as a final warning to the employee that if behavior is not improved, termination will result next. Termination is usually a last resort, but sometimes it cannot be avoided. This author further mentioned the pros and cons of progressive discipline as; Pros: Provision of a clear explanation of the consequences of not following the employer's rules or not meeting expectations, and providing the opportunity for consistency and fairness in disciplinary procedures for different employees and it also gives the opportunity for an employee to change behaviors, etc. and some of the cons are; such a policy can seem inflexible, and if not followed consistently for all employees this could appear discriminatory. It can be time consuming to use in practice, especially for organizations with limited resources etc. Discipline may mean submission to rules and regulations of an organization by employees for achievement of goals and objectives set. In the Military parlance according to Weber (2017), discipline is often called the soul of an army. He further said that if this is so the United States Military seems to be experiencing a spiritual crisis. In addition he said Article 134 of the union code of Military justice (UCMJ) allows commanders to punish acts prejudicial to good order and discipline, but the reach of this provision has been increasingly limited in recent years. Appellate courts have repeatedly overturned convictions of conduct charged as prejudicial to good order and discipline, and in recent years, the Military high court has issued a series of decisions limiting the reach of UCMJ, S general article. Congress has also recently acted to dramatically scale back the scope of Article 134. The result is that while the Military leaders might talk about the criticality of maintaining good order and discipline, commander's authority to actually punish behaviour that detracts from good order and discipline is increasingly constrained.

2.3 Empirical Review

2.3.1 Motivation Practices and Employee Discipline

Most of the literatures reviewed did not treat discipline as a dependent variable but rather as independent variable combined with other variables such as motivation, commitment, occupational health and safety, and work environment, (Putri, Setiyads & Tritmanto, 2017; Idris & Alegbeleye, 2015; Abdul-warris, 2015; Soelton, 2018; Kotb, 2019; Sharf, Ishaque, John, Wajadi & Aziz, 2011; & Putri, Ekowati, Supriyamto, Mukaffi, 2019 & Subaraja 2016). The results of these studies show discipline and positive behavior have relationship with employee

performance. However another study conducted by (Cherotic, Chepkilot & Muhanji, 2015) establishes that rewards which has to do with motivation practices significantly affects individual behavior either negatively or positively. Absenteeism and lateness have a negative relationship with rewards and performance which shows that individuals who score high in performance and rewards will have low scores in work withdrawal behaviors (absenteeism and lateness). Simatupang and Saroyeni (2018) studied the effect of discipline, motivation and commitment to employee performance and the findings of the study shows that discipline has a positive and significant effect on the performance of the employees of the Cenderawasih University Rectorate General Administration Bureau. Motivation has a positive and significant effect on the performance of the employees of the Cenderawasih University Rectorate General Administration Bureau. The result of Ignatius and Mahmud (2017) in their research work, the effect of work discipline, achievement motivation and career path toward employee performance of The National Resilience Institute of The Republic of Indonesia, indicates that the work discipline, achievement motivation, and career path, partially and simultaneously significant effect on employee performance of the National Resilience Institution of the Indonesian Republic. Similarly a research done by (Mangkunegara & Octorend, 2015) on the effect of work discipline, work motivation and job satisfaction on employee organisational commitment in the company (case study in PT. Dada Indonesia). In this study the authors revealed that Work Discipline has positive effect on Organizational Commitment. Work Motivation has positive effect on Organizational Commitment. Job satisfaction has positive influence on Organizational Commitment. Work discipline, work motivation and job satisfaction has positive influence on Organizational Commitment.

2.4 Theoretical Framework

The essence of this study was to examine the effect of motivation practices on employee discipline which is germane to both employee and organisation's performance. Some motivation theories were studied to understand the level of interaction between the variables under study, such as Abraham Maslow theory of need, Herzberg Two-Factor theory, Vroom's expectancy, Adam's Equity theory and Operant conditioning theory by B.F. Skinner. Skinner (1948) based his work on (Thondike, 1898) law of effect. According to this principle, if behaviour is followed by pleasant consequences it is likely to be repeated however, if the behaviour is followed by unpleasant consequences it is less likely to be repeated. Furthermore, Skinner (1948) introduced three types of responses as neutral operants, reinforcers and punishers. Neutral operants are responses from the environment that neither increase nor decrease the probability of a behaviour being repeated. In the same vein punishers are responses from the environment that decrease the likelihood of a behaviour being repeated. Punishment weakens behaviour. Punishment is defined as the opposite of reinforcement as it is designed to weaken or eliminate a response rather than increase it (McLeod, 2018). The use of punishment is confronted by the following problems (McLeod, 2018).

*punished behaviour is not forgotten, behaviour often returns when punishment is no longer there.

*causes increased aggression which shows that aggression is a way to cope with problems.

*creates fear that can generate undesirable behaviour.

*lastly punishment does not guide toward desired behaviour unlike reinforcement that tells us what to do.

This theory was found suitable for this study since its focus is on behaviour modification which is in tandem with the objective of this study. The study focused on motivation practices and employee discipline. The positive reinforcement strengthens a behaviour by providing a consequence an individual finds rewarding. In addition, negative reinforcement is the removal of an unpleasant reinforcer which can also strengthen behaviour. Both reinforcers and punishers' responses as enumerated in this theory helped in understanding the effect of motivation practices as reinforcers and discipline. In a nut shell operant conditioning can be used to explain a wide variety of behaviours.

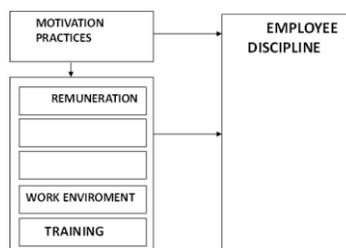


Figure 1. Researcher's conceptual model

3. Methodology

The population of the study was 22,235 personnel of the four selected paramilitary agencies in South-West, Nigeria. Furthermore a sample size of 1000 was used for this study which was determined by using Krejcie and Morgan table. For sample selection, both proportionate and stratified sampling techniques were used. Furthermore, content and construct validity tests were used to validate the questionnaires used in this study. In addition, the reliability of the research instrument was tested by internal consistency method. Lastly, data collected were tested through normality test, linearity test, multi collinearity test and homoscedascity test.

4. Analysis and Discussions

4.1 Analysis

Table 1. Summary of multiple regression analysis for effects of motivation practices on employee discipline in selected federal paramilitary agencies in South-West, Nigeria

Coefficients ^a						
Model 2	Unstandardised Coefficients	Standardized Coefficients		T	Sig.	
		B	Std. Error			Beta
$y_{2i} = \alpha_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + e_i$						
2	(Constant)	5.558	0.448		12.417	0.000
	Remuneration package	-0.103	0.038	-0.110	-2.683	0.007
	Training	0.226	0.038	0.238	5.948	0.000
	Reward	-0.044	0.037	-0.045	-1.206	0.228
	Work environment	0.344	0.045	0.324	7.730	0.000
	Promotion	0.328	0.039	0.335	8.414	0.000
a. Dependent Variable: Employee Discipline						
b. R = 0.693 ^a		R ² = 0.481	Adj. R ² = 0.478			
c. F (5, 909) = 168.303 (p=0.000)						

Source: Field Survey, 2020

The results of the analysis on the effects of motivation practices on employee discipline in selected federal paramilitary agencies in South-West, Nigeria presented in Table 1 revealed that motivation practices have significant effect on employee discipline in selected federal paramilitary agencies in South-West, Nigeria (adj. R² = 0.478, F_(5, 909) = 168.303, p=0.000 at p<0.05). Specifically, the result showed that training ($\beta = 0.226$, t = 5.948, p<0.05), work environment ($\beta = 0.344$, t = 7.730, p<0.05) and promotion ($\beta = 0.328$, t = 8.414, p<0.05) have positive and significant effect on employee discipline in selected federal paramilitary agencies in South-West, Nigeria. Furthermore, the result revealed that although remuneration package ($\beta = -0.103$, t = -2.683, p<0.05) had a significant effect on employee discipline, the effect was, however, a negative one. The result also revealed that reward ($\beta = -0.044$, t = -1.206, p>0.05) had a negative and insignificant effect on employee discipline in selected federal paramilitary agencies in South-West, Nigeria.

The result of the multiple regression analysis showed that the coefficient of determination (R²) value of the model is 0.481 which revealed that motivation practices have a weak positive and significant effect on employee discipline in selected federal paramilitary agencies in South-West, Nigeria. Furthermore, the adjusted R² which is the coefficient of multiple determination was 0.478 (F_(5, 909) = 168.303, p=0.000 at p<0.05) revealed that motivation practices explained 47.8% of the changes in employee discipline in selected federal paramilitary agencies in South-West, Nigeria, while the remaining 52.2% could be attributed to other factors not included in this model. Also, the F-statistics (df = 5, 909) = 168.303 at p = 0.000 (p<0.05) indicated that the overall model was significant in predicting the effect of motivation practices on employee discipline which revealed the existence of a significant effect of motivation practices on employee discipline in selected federal paramilitary agencies in South-West, Nigeria. The regression model for this prediction was expressed as:

$$ED = 5.558 - 0.103RP + 0.226TR + 0.344WE + 0.328PR \quad (1)$$

Where:

ED = Employee Discipline

RP = Remuneration Package

TR = Training

WE = Work Environment

PR = Promotion

The regression model showed that when motivation practices are at constant zero, employee discipline would be 5.558. This informs that without motivation practices, employee discipline would give a positive value of 5.558. Furthermore, the regression model explains that when remuneration package was improved by one unit, employee discipline would be negatively affected by a decrease of 0.103 units. This indicates that an increase in remuneration package would subsequently lead to a decrease in employee discipline in selected federal paramilitary agencies in South-West, Nigeria. Also, the regression model explained further that if training, work environment and promotion are improved by one unit; employee discipline would improve by 0.226, 0.344 and 0.328 units respectively. This indicates that an increase in motivation practices of training, work environment and promotion would subsequently increase employee discipline in selected federal paramilitary agencies in South-West, Nigeria. Overall, the result of the analysis showed that motivation practices had a significant effect on employee discipline in selected federal paramilitary agencies in South-West, Nigeria. Therefore, the null hypothesis (H_{02}) which stated that motivation practices have no significant effects on employee discipline of employees in selected federal paramilitary agencies in South-West, Nigeria was rejected.

4.2 Discussion

Findings in Table 1 and results of hypothesis of this study revealed that motivation practices components (remuneration, training, rewards, promotion, and work environment) had positive significant effect on employee discipline in selected Federal paramilitary agencies in South-West, Nigeria. The results confirmed the assumption that people can be motivated to do what ordinarily they would not want to do. This means that people can be motivated to change from bad behaviour to good behaviour or from unethical behaviour to positive behaviour.

Conceptually the findings and results of this hypothesis aligned with earlier definition of (Prasad, 2015) who stated that motivation is what an organisation observed that can satisfy the need of employees who work to achieve those objectives of the organisation. Motivation practices may mean techniques an organisation tends to use or is willing to use to bring about the best job performance or outcome of its employees. Furthermore motivation is not a personal trait but an interaction between the individual and the situation (Simirati, Suracham, Hadiwidjojo, Rohman, 2016). In this study motivation practices as a variable did not stand alone, its second leg constitute the outcome component (i.e. discipline).

Therefore, Mooney (2018) defined discipline as a type of training in which individuals are subject to particular regulation designed to mold behaviour. In tandem with Mooney's definition, (Yulhistiano, Suharto & Cheria, 2017) defined discipline as an adherence to the rules, norms, standards, laws and other in force. Weber (2017) discipline is the soul of an army. Furthermore, Putri, Triatmanto and Satiyadi (2017), say discipline is the awareness and willingness of a person to comply with all corporate rules and prevailing social norms.

Empirically, there are very few literatures on the relationship between motivation and employee discipline, therefore most of the literatures reviewed were similar literatures that focused on discipline combined with other variables such as, motivation, commitment, occupational health and safety and environment (Putri, Setiyad, & Triatmanto, 2017., Idris & Alegbeleye, 2015., Abdul-warris, 2015., Soelton, 2018., Kotb, 2019., Sharf, Ishaque, John, Wajadi & Aziz, 2011., & Putri, Ekowati, Supriyamto, Mukaffi, 2019 and Subaraja, 2016). The result of these studies showed discipline and positive behaviour had relationship with employee performance. In addition, another study conducted by (Cherotic, Chepkilot & Muhanji, 2015) established that rewards (motivation) significantly affected individual behaviour either negatively or positively. This study further reveals that absenteeism and lateness (indiscipline) had a negative relationship with rewards. Therefore, it was evident that rewards (motivation) had positive relationship with discipline and this confirms the result of current study which says that motivation practices have significant effect on employee discipline.

Theoretically, the result of this study confirmed the findings of previous studies (Putri, Setiyadi, Triatmanto, 2017, Idris, & Alegbeleye, 2015& Abdul-warris, 2015) that adopted Vroom's Expectancy Theory, because if an employee

knows or expects to be disciplined or sanctioned for poor or lack of performance, he would be motivated to work harder. However, the research finding is in line with the Operant conditioning theory of reinforcement and punishment. Discipline often comes in terms of compliance and punishment. Punishment can bring about pains to the employees and the fear of it can propel the employee to put in more efforts into organisational commitment. Furthermore for employees to avoid this pain, he or she would have to comply with the rules and regulations of organisations. Consequent upon previous research findings which showed that discipline had significant effect on performance and that rewards also have significant effect on employee behaviour, the hypothesis which stated that motivation practices had no effect on employee discipline of selected Federal paramilitary agencies in South-West, Nigeria was rejected.

5. Conclusions and Recommendations

Having done extensive review of literatures both conceptually, empirically and theoretically, coupled with the findings of the study the researcher concluded that motivation practices had combined significant but weak positive effect on employee discipline. Furthermore, remuneration package had negative effect on employee discipline of selected federal paramilitary agencies in South-West, Nigeria. In addition, training, work environment and promotion increased employee discipline. It was also concluded that results of this study would form basis for top management's decision in tackling the issue of indiscipline among paramilitary officers as well as employees in the private sector. This study would also guide human resource practitioners as well as consultants in providing better advisory services that will enhance industrial harmony in organizations. Therefore, it was recommended that heads of paramilitary agencies studied, should put emphasis on training of personnel, provision of good work environment and regular promotion of officers and men to arrest the increase in level of indiscipline among their personnel.

5.1 Limitations and Further Studies

The study did not have national outlook, because it was conducted only in South-West, Nigeria, therefore future studies should be done in other zones in the country such as, North West, North East, North Central, South East, and South-South. Furthermore, some paramilitary agencies were not included in the study, therefore the result cannot be generalized, this gap should be filled by conducting future research with the same theme, in Nigeria Police force, Federal Road Safety, Federal Fire Service and so on. Future studies should use other methods different from cross-sectional research method.

References

- Aborisade, R., & Obioha, E. F. (2009). The role of motivation in enhancing job commitment in Nigeria Industries: A case study of energy foods company Limited, Ibadan, Nigeria. *Journal of the Social Sciences*, 19(2), 149-154. <https://doi.org/10.1080/09718923.2009.11892702>
- Adefulu, A. D., Amos, B. N., & Ogunkanmi, A. T. (2020). Motivation practices and employee turnover intentions in selected paramilitary agencies in South-West, Nigeria. *International Journal of Business and Management Invention*, 9(4), 19-27.
- Adeyeye, O., & Adeoye, A. O. (2014). *Motivation: A contribution in light of management*, Wits.
- Al-madi, F. N., Assal, H., Shrafat, F., & Zeglat, D. (2017). *The impact of employee motivation*.
- Bruce, S. (2014). *Pros and Cons of a progressive discipline program*. Human Resource Management and Compliance. Retrieved from <https://googleweblight.com>
- Ddamulira, S. C. (2009). Promotions as a motivation factor towards employees' performance: A case study of Uganda police force. *Master thesis*, Arts in Leadership and Human relations studies, in the department of religious studies, Faculty of arts, Makerere University, Uganda.
- Deci, E., & Ryan, R. (2000). The what and why of goal pursuit, human needs and the self determination of behaviour. *Psychological Inquiry*, 11(4), 227-268. https://doi.org/10.1207/S15327965PLI1104_01
- Egbo, A. C., Alhaji, T., & Egbo, C. E. (2018). Influence of job related factors on prisons and immigration Officers for effective discharge of their duties in FCT Abuja, Nigeria. *International Journal of Education and Research*, 6(4), 169-182.
- George, L., & Sabapathy, T. (2011). *Work motivation of teachers relationship with organizational commitment*. Canadian Social Science.

- Grerson, J. (2019). Prison and probation: Prison officers who smuggle drugs targeted by new Corruption Unit. *The Guardian News paper*. Retrieved from <https://www.google.comhttps://digitalcommons.unl.edu.libphilprac> (删掉一个地址)
- Idris, S. D., & Alegbeleye, G. I. (2015). Discipline and organizational effectiveness: A study of Nigeria Customs Service. *Review of Public Administration and Management*, 4(8), 88-106.
- Ifinedo, P. (2003). Employee motivation and job satisfaction in Finnish organizations. A study of employees in the Oulu Region, Finland. *Master of Business Administration Thesis*.
- Ignatus, J., & Soleman, M. (2017). The effect of work discipline, achievement, motivation and career path toward employee performance of the National Resilience Institute of the Republic of Indonesia. *International Journal of Application or Innovation in Engineering and Management*, 6(8), 106-113. Irvin, Mcraw-Hill, Boston.
- Jansen, A., & Samuel, M. O. (2014). Achievement of organisational goals and motivation of middle level managers within the context of the Two-factor theory. *Journal of Social Sciences*, 5(16). <https://doi.org/10.5901/mjss.2014.v5n16p53>
- Jerome, S. (2018). *Nearly a third of employees say they are not motivated at work*. Employee benefit search. Retrieved from <https://employeebenefit.co.uk>
- Kotb, H. M. (2019). *7 Positive effects of discipline in education on the process of learning*. Discipline bias in education learning. Retrieved from <https://www.pouted.com/positive-effects-discipline-in-education>
- Luthans, F. (1998). *Organizational behaviour* (8th ed.).
- Lyomoki, S., & Baguma, A. (2000-2009). *Workers need a better deal in Kampala: New vision publications*. Retrieved from entreuganda.com/brochures/labour.htm
- Mangkunegra, A. P., & Octorend, T. R. (2015). Effect of work discipline, work motivation and job satisfaction on employee organizational commitment in the company. *Journal of Management*, 3(8), 318-328. <https://doi.org/10.13189/ujm.2015.030803>
- Martin, R. (2011). *Police corruption: An analytical look into police ethics-LEB*.
- Mcleod, S. (2018). *Skinner operant conditioning*.
- Mooney, L. (2018). *The importance of discipline in an organization/your business*. Retrieved from <https://yourbusiness:azcentral.com>
- Motala, S. (2019). *The terrible consequences of police corruption, watch profile*. Retrieved from <https://voicetransparency.org>
- Ogunkanmi, A. T. (2020). Motivation practices and employee outcomes of selected federal paramilitary agencies in South-West, Nigeria. A research thesis submitted to School of Postgraduate, Department of Business Administration and Marketing, Babcock University, Ogun state, *PhD degree*, Business Administration (Human Resources Management).
- Ojo, S. A. (2011). Challenges of indiscipline in the Nigeria Police and implications for National security. *PhD thesis*, the Institute of African studies University of Ibadan.
- Openstax. (2019). Principles of Management. *European Journal of Business and Management*, 9(15), 134-145.
- Patrician, P. A., Shang, J., & Lake, E. T. (2010). Organizational determinants of work outcomes and quality rating among army medical department registered nurses. *Research in Nursing Health*, 33(2), 99-110. Publishing Limited. <https://doi.org/10.1002/nur.20370>
- Putri, E. M., Ekowati, M. V., Supriyanto, A. S., & Mukaffi, Z. (2019). The effect of work environment on employee performance through work discipline. *International Journal of Research-Granthaayah*, 7(4), 132-140. <https://doi.org/10.29121/granthaayah.v7.i4.2019.882>
- Rajput, A., Abubakar, A. H., & Ahmad, M. S. (2011). Motivations used by foreign and local banks in Pakistan: A comparative analysis. *International Journal of Academic Research*, 3(2), 550-555.
- Sarwani, S. (2016). The effect of work discipline and work environment on the performance of employees. *Sinergi*, 6(2), 53. <https://doi.org/10.25139/sng.v6i2.82>

- Sharf, N., Ishaque, M. S., John, S., Wajadi, A., & Aziz, S. A. (2011). Effects of discipline on smooth functioning of teaching and learning process in Government Girls Secondary Schools Karachi. *Interdisciplinary Journal of Contemporary Research in Business*, 3(8), 1125-1134.
- Simatupang, A. C., & Saroyeni, P. (2018). The effect of discipline, motivation and commitment to employee performance. *IOSR Journal of Business and Management (IOSR-JBM)*, 20(6), 31-37.
- Skinner, W. (1981). *Managing human resources*. Retrieved from <https://hbr.org/1981/09/managing-human-resources>
- Soelton, M. (2018). How culture, training standard and discipline impact the employee performance affect hotel management. *European Research Studies Journal*, 21(4). <https://doi.org/10.35808/ersj/1128>
- Surabaya, S. (2016). The effect of work discipline and work environment on the performance of employees. *Sinergi*, 6(2), 53-67. <https://doi.org/10.25139/sng.v6i2.82>
- Tella, A., Ayeni, C. O., & Popoola, S. O. (2007). *Library philosophy and practice*.
- Tohid, H., & Jabbari, M. M. (2011). *The effects of motivation in education, procedural and behavioral sciences*. University of London.
- Weber, J. S. (2017). *Whatever happened to military good orders and discipline*. Retrieved from <https://engagescholarship.csuohio.edu/66/1/8>
- Yudhistiano, J. S. A., Suliarto, S. E., & Chaeriah, E. S. (2017). The effect of styles of leadership and work discipline on performance through motivation as intervening variables at the information and data processing of TNIAD (Disinfolahad). *International Journal of Business and Applied Social Science*, 3(12), 15-30.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).