

Ethical Practices and Employee Performance in the Nigerian Public Sector- Perspectives from the Kaduna State Civil Services (2015 – 2023)

Sanusi Mahammad Lawal, PhD

Department of Political Science, Nigerian Defence Academy, Kaduna, Nigeria
sanusilawal1967@gmail.com

Umeokafor, Chibuike Chris

Department of Public Administration, Nnamdi Azikiwe University, Awka, Nigeria
cc.umeokafor@unizik.edu.ng

Ntagu, Miracle Promise, PhD

Department of Political Science, Nigerian Defence Academy, Kaduna, Nigeria
pmntagu@nda.edu.ng

ORCID ID - <https://orcid.org/0009-0001-2112-8068>

Abstract

The study examined the impact of ethics in the public sector in Nigeria, particularly in the Kaduna State Civil Services from 2015 to 2023. The study's objective among others is to examine ethics in Nigeria's public services and Kaduna state. The method of data collection is both the primary and secondary sources. The reliability of such data for the quality check was done through the reliability of deduces from previous scholarly work which gave the work is quality standard because it has been subjected to other scholars' criticism over time. The study adopted the bureaucratic theory. The study revealed that the level of work ethics in Kaduna State and service are not effective. Lack of discipline among the challenges confronting Kaduna state civil service. The problem confronting Kaduna State civil service includes Laziness at work, Misappropriation of public funds, and Corrupt practices. The study concludes that there should be peaceful co-existence of groups and absolute respect for rules and regulations for organization efficiency. The study recommends that the government should create enabling social factors that will promote self-discipline in Nigeria civil services should be spelled out and placed in all public offices.

Keywords: *Ethics, Public Sector, Discipline, Bureaucracy, Civil Service*

1.1 Background to the Study

Every organization serving public or private interests has a corporate vision and mandate. Organization is made up of people who work in groups but all the groups are expected to work towards the achievements of the common organizational goals. This means, there must be peaceful co-existence of groups and absolute respect for rules and regulations in order for the organization to achieve business effectiveness and efficiency (Ikealuwapo, 2015). With respect to the public Service, which is the focus of this study, it is management in the public sector, which is not an end in itself but means to ensure effective and efficient public service delivery on which lies its probity, integrity and responsiveness. In the context of Public Administration, the Public Service is the administrative arm of Government, an agent, organ and machinery of Government in the governance and developmental processes of any country the world-over.

The Public Service is often referred to as the employees of government who are responsible for the functioning of government through the implementation of government policies (Onuoha, 2023). In other words, those who are in the public service constitute the permanent officials of the various

government departments that are responsible for the execution of government policies and programmes (Adebayo, 2021). Specifically, within the Nigerian context, and in relation to the task of engendering development, Olugbemi sees the public service as “the mill through which those acquired and vastly expanded responsibilities of the country’s government(s) are processed (Olugbemi, 2017)”. Therefore, the public service in Nigeria is made up of workers in various government ministries, parastatals and agencies. However, workers in the inner core government ministries that are also known as civil service are separated from other parastatals and agencies which include the Nigerian Railways Corporation, the then National Electric Power Authority, Central Bank of Nigeria, National Drug Law Enforcement Agency, Universities, Polytechnics, Colleges of Education, the Armed Forces, Police and other para-military establishments such as the Prisons and Customs Services and the Federal Road Safety Commission.

From the foregoing, it will be a disservice to the nation if it possesses a public work force that exhibits negative work, defecting behavior that are unwholesome to the attainment of institutional goals and objectives. In other words, the employees’ efficiency, effectiveness or productivity drive in the Public Service is contingent on the promotion and maintenance of discipline if the institution is to be public-serving indeed. However, Ikealuwapo (2015) in the contemporary Nigeria, the impression that emerges about the Nigerian Civil Service is one that is inefficient, wasteful, largely self-serving and of general moral degeneration which are all functions of indiscipline. Generally speaking, there is no Civil service the world-over without its ills. But in the case of the Nigerian public service, it is the nature, typology and dimension that is worrisome and alarming. It has impacted negatively a great deal on governance and developmental process in the country. The desire of successive governments to stem the rising wave of indiscipline in the public sector in Nigeria informed the mass purge of 1975 and 1984 respectively.

The Jaji Declaration of 1977, the setting up of institutions like the Code of Conduct Bureau, Directorate for Social Mobilization for Self-Reliance and Economic Recovery (MAMSER), National Orientation Agency (NOA), Government publications like the Public Service Rules, Civil Service Handbook, Civil Service Manual, Circulars, Reforms Initiatives, Public Enlightenment, etc. were the other activities to combat indiscipline. In spite of these various steps and moves, hardly a week passed without a report of one indiscipline act or the other. Thus, instead of the indiscipline problem to show signs of abating, it has ironically continued in multidimensional manner. The most disturbing fact of this situation is that the top Civil Servants are also involved in this moral degeneration. The implication of the efforts of the succeeding governments to abate indiscipline in the system showed that government accepts and admits the existence of the work-defeating attitudes in the institution. It also indicated that not only is indiscipline acts prevalent or pronounced but its destabilizing effect is being experienced on governance and developmental processes. Thus, government could no longer ignore its existence, as it is now widely believed to be quite endemic. It thus implies that discipline problems have now become a matter of concern not only to the Nigerian government, but also to the non-governmental organizations, international development agencies and individuals.

Kaduna is the capital city of Kaduna State in the North-western region of Nigeria. The city was regarded as the second most industrialized city in Nigeria after Lagos State back in the 1970s, and due to the rapid industrialization of the metropolis from the late 1950s, Kaduna metropolis witnessed high rates of growth and dynamic changes between 1967 and 1987. But it was argued that the economic recession from the late 1980s has been responsible for slower rates growth followed by other factors, especially the intermittent ethno-religious conflicts that occurred in the metropolis.

Therefore, the problem of discipline in Nigerian Civil Service has reached a revolutionary situation that requires drastic measures that go beyond mere or ordinary selective administrative reforms. This becomes imperative as sustainable national development will never take place in any society where the Civil Service- the hub, engineer and harbinger of much desired transformation is devoid of desirable moral and ethical principles. Arising from the highlights above, the study aimed at identifying the prevailing discipline problems in the Nigerian Civil Service and their impact on the system, examine the existing disciplinary procedures and measures, and possible policy measures to remedy the situation for sustainable national development.

1.2 Justification of the Study

In Nigeria, the Public Service Sector is experiencing a myriad of problems ranging from lack of Indiscipline among the Civil Service workers, misappropriation of public funds, laziness at work, corrupt practices and their cold and non-challant attitude towards their job and colleagues and moral values of the community (Adeyinka,2014). Dan and Ilesanmi (2015), it is generally believed and indeed the fact cannot be denied that the Nigerian Society like other African countries is plagued with several chronic problems which have adverse effects on the national life. Over five decades of independence the country is still grappling with efforts to overcome certain ills or cankerworms which have continuously constituted immense danger to national pride, identity, devotion and selfless service and above all, societal discipline and sense of direction. Nigerian public service is beleaguered with bribery and corruption, attitudinal problem, inefficiency, economic sabotage, nepotism and favoritism, disrespect for law and order, parochialism and others which list are in exhaustive. The Nigerian Public Service are immune either, this account for why there is insufficient and ineffective leadership and staff supervision and control because some custom officers have godfathers or political backings that support indiscipline and promote mediocrity instead of meritocracy. This has also resulted into lack of commitment of personnel to the goals and objectives of the service, insufficient delegation of authority by some senior officers have also affected the organization effectiveness.

One of the major problems facing, whether in public or private organizations, is how to manage the personnel under them. This is particularly important because the level of indiscipline in the public sector organizations in Nigeria is found to be responsible for low productivity in government's desire to achieve higher living standard for the people (Adebayo, 2021). In the words of Appleby (1952). He is of the view that "Moral performance begins in individual self-discipline on the part of officials, involving all that is meant by the word "Character". But this is not enough. Moral performance also requires a systematic process which supports individual group judgment enriched by contributions from person variously equipped and concerned and differentiation in responsibilities to each other and to a whole public responsibility.

The official, individually and organizationally, must be concerned to be beyond simple honesty to a devoted guardianship of the continuity reality of an ethical behavior and environment. Ethics are standards and rules that are meant to be guiding principles for any institution such as public institutions. In Kaduna state public sector lacks discipline and this is necessary because discipline, and this requires high level of co-operation from the workforce. Effective discipline depends not only on sound leadership and a good personnel policy but also on the full co-operation of employees to such policies of the organization.

With ethics in place there is every likelihood that every organization will want to stand by it with the assurance that a negation of ethical rules and standard shall be made to face full wrath of the law.

This study examines the impact of ethics on public sector in Nigeria with a focus on Kaduna State in order to seek answers to the following questions;

- a) What are the factors that cause indiscipline in Nigeria public services?
- b) What are the factors that cause indiscipline in Kaduna State public services?
- c) What are the measures to ensure ethics in Kaduna public services?
- d) How does indiscipline hinder sustainable development in Kaduna State?

1.3 Literature Review

Alegbeleye and Idris (2015) maintained that oral reprimand, written reprimand, job transfer, layoffs or suspension, demotion, reduced compensation, de-hiring, discharging, offences against discipline, procedure at an inquiry, punishment, dismissal, desertion, interdiction are disciplinary measures adopted for erring staff. While Iheanacho, Edema and Ekpe (2017) stated that persuasion, issuance of query, warning letters and withholding of reward (reinforcement) have been identified as the most applied disciplinary measures in public service in Nigeria. On the contrary, Khatri (2022) opined that punishment is an ineffective tool for disciplining employees because it is not constructive, it is an attack on the one who is punished and may cause resentment and frustration. Maintenance of effective discipline is necessary in the achievement of an organisation's goals.

According to Adams (2023), Organization rules and regulation are among the strategies designed to instill good conduct of employees just like students in a school. This implies self-control, orderliness, good behavior and obedience to organisation authority (Adams, 2002). Also on employment, employees are given prospectuses, which spell out some of the expectations (Adams, 2023). These rules and regulations specify in most cases what new staff should do and what they should not do. Despite this expectation, in most cases in Turkana County, staff break these rules and regulations with wide spread indiscipline acts such as absenters from work without permission, taking of alcoholic drinks, and participating in frequent strikes these among others affect employee performance.

Much as the researchers had studied how organisations rules and regulations control the employees' behavior in organisations, a gap remained undiscovered on how the administration of rules and regulations affects employee performance. Therefore, this study will investigate the relationship between the administration of organisation rules and regulations by management and employee performance. Kabandize (2024) studied employee control through rules and regulations set by individual organisations in Uganda and observed that rules and regulations are enforced through management, disciplinary committees, supervisors and everyone involved. According to Matsoga (2023), during his study on discipline in Organizations in Botswana, he discovered the widespread violence and misbehaviour in many organisations. This lack of discipline, which interfered with the normal organisational working process, manifested in various ways, including absenteeism, vandalism, alcohol consumption and substance abuse, truancy, and inability or unwillingness to do delegated work by the supervisor. A theft was also identified as a common activity among staff. However, these researchers concentrated on discipline in organisations without studying its effects on employees' performance, which called for this study. The question is how the management of organisational rules.

1.4 Bureaucratic Theory

This paper is anchored on bureaucratic theory. Max Weber's work about bureaucracy, translated into English in 1946, was one of the major contributions that have influenced the literature of public

administration. The word bureaucracy is derived from two words; “bureau” and “Kratos.” While the word “bureau” refers to the office the Greek suffix “kratia or kratos” means power or rule. Thus, we use the word “bureaucracy” to refer to the power of the office. “Bureaucracy” is rule conducted from a desk or office, i.e. by the preparation and dispatch of written documents and electronic ones. At the end of the 19th century, it was German sociologist and author of *The Protestant Ethic and the Spirit of Capitalism* (1905), Max Weber who was the first to use and describe the term bureaucracy. This is also known as the bureaucratic theory of management, bureaucratic management theory or the Max Weber theory. He believed bureaucracy was the most efficient way to set up an organization, administration, and organizations. Max Weber believed that Bureaucracy was a better than traditional structures (Mulder, 2017). In a bureaucratic organization, everyone is treated equal and the division of labour is clearly described for each employee.

Weber (1946) presents bureaucracy as both a scientific and generic model that can work in both the public and private sectors. One of the points of argument of this theory was evident in Max Weber’s rational-legal authority, which became the defining feature of organizational structures, especially government bureaucracies, to this day. It steered organizational setups to rational based considerations, which are in line with the science of administration idea. In other words, Weber’s bureaucracy consists of the traditional way of thinking in public administration that relied on the same “ingredients” to reform public administration based on the science of administration.

According to Weber, bureaucracy “is, from a purely technical point of view, capable of attaining the highest degree of efficiency and is in this sense formally that most rational known means of carrying out imperative control over human beings. The theory holds that the evolution of societies is facilitated by three types of authority identified as traditional, charismatic and legal rational authority. It is the legal-rational type of authority that constitutes the basis of Weber’s concept of bureaucracy and the foundation of modern civilization as it is premised on “a belief in the legitimacy of the pattern of normative rules and the rights of those elevated to authority under such rules to issue commands. The hierarchical order is necessary for separating superiors from subordinates whereas impersonal rules are meant to ensure that bureaucrats are confined to prescribed patterns of conduct or performance imposed by legal rules. The rules are meant to facilitate a systematic control of subordinates by their superiors, “thus limiting the opportunities for arbitrariness and personal favoritism. The operations of the bureaucracy “exclude irrational feelings and sentiments in favor of the detached, professional expert. Therefore, one may deduce from the foregoing that Weber believes that organizational goals can be attained if there is a science of administration which separates facts from values.

Generally speaking, the theory is linked to Nigeria government agencies and her public organisations. Nevertheless, the great benefit of a theory is that large organisations in Nigeria with many hierarchical layers can become structured and work effectively. It is precisely the established rules and procedures that allows for high efficiency and consistent execution of work by all employees. All this makes it easier for management to maintain control and make adjustments when necessary. Bureaucracy is especially inevitable in organisations where legislation plays an important role in delivering a consistent output.

1.5 Methodology

In this study, a mixed methods research design was adopted. Mixed (triangulation) methods or hybrid research method is the type in which a researcher combines elements of qualitative and

quantitative research approaches. It entails the use of qualitative and quantitative tools of data collection and analysis for the broad purposes of breadth and depth of understanding and corroboration. Quantitative research is described as research that involves numbers and measurement. Thus, emphasis is on frequencies and statistics; it requires that data be collected and expressed in numbers. This approach yields quantitative information that can be summarized through statistical analysis (Blaxter, Hughes, and Tight, 2006).

Unstructured interview has been described as naturalistic, autobiographical, in-depth, narrative or non-directive. It is modelled on the conversation, and like the conversation, is a social event, with two participants. It involves questioning or discussing issues with participants. It is a veritable instrument for gathering data which would likely not be accessible using other techniques such as questionnaires and observation. Interviews may take place face to face or at a distance, using the telephone or by email; it may be structured or unstructured. Also, interviews may involve just two persons, the interviewer and the interviewee, or a group event, often referred to as focus groups, involving more than one subject and/or more than one interviewer. The interviewee may be or may not be given advance warning of the issues to be discussed, and the interview may be recorded and followed up in diverse ways (Asika, 1991).

The questionnaire comprised of two sections; section A and B. Section A consist of bio-data of the respondents; section B consists of questions focused on unemployment in Kaduna North Local Government. The responses were rated as follows: 1. Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD)], Undecided (U), as the case demanded (Ibid).

1.6 Data Analysis

The raw data, which were elicited from field survey, were renewed to meaningful form, for empirical understanding of the result of the findings. It is detached into five parts. The first part consists of the socio-demographic data of the respondents, the second part consist of the nature of the stated question which forms. A totality of two hundred and seventy-seven (277) questionnaires was administered to the respondents, out of which only two hundred and seventy-four (274) was returned and answered correctly. Therefore, the analysis is based on the correctly answered questionnaires.

Table 1.1 Sex Distribution of Respondents

| Sex | Frequency | Percentages (%) |
|--------|-----------|-----------------|
| Male | 46 | 16.8 |
| Female | 228 | 83 |
| Total | 274 | 100 |

Source: Survey, 2024

The table shows the sex distribution of the respondents as follows: Male 228 representing (60.9), while female 46 representing (16.8). This affirms that at hand there were more males than females who participated in the study.

Table 1.2 Religious Affiliation

| Age | Frequency | Percentages (%) |
|--------------|-----------|-----------------|
| Muslim | 178 | 65 |
| Christianity | 96 | 35 |
| Other | - | - |
| Total | 274 | 100 |

Source: Survey, 2024

The above table shows the religious affiliation of the respondents in the following ways, where 178 are Muslim representing (65%) and 96 (35). From the distribution majority of the respondents were Muslims.

Table 1.3 Educational Status

| Education | Frequency | Percentages (%) |
|-----------|-----------|-----------------|
| Primary | 0 | 0 |
| Secondary | 274 | 100 |
| Tertiary | 0 | 0 |
| Total | 274 | 100 |

Source: Survey, 2024

The table implies that 100 (100%) respondents all had secondary education. The table depicts that, respondents in the group of secondary respondents participated for the study.

Table 1.4: Respondents view whether there should be peaceful co-existence of groups and absolute respects for rules and regulations in order for organization efficiency?

| Response | Frequency | Percentages (%) |
|----------|-----------|-----------------|
| Yes | 131 | 47.8 |
| No | 120 | 43.8 |
| Not Sure | 23 | 8.4 |
| Total | 274 | 100 |

Source: Survey, 2024

Information from the table depicts the views of respondents on. The Figure shows that 131 (47.8%) respondents understand there should be peaceful co-existence of groups and absolute respects for rules and regulations in order for organization efficiency and while 120 (43.8%) and 23 (8.4%) were 'not sure'. In the view of 131 (43.8%) respondents (majority), understand there should be peaceful co-existence of groups and absolute respects for rules and regulations in order for organization efficiency and this can be guarantee through ethics.

Table 1.5: Respondents view whether ethics describe set of values that regulate employees

| Response | Frequency | Percentages (%) |
|----------|-----------|-----------------|
| Yes | 201 | 73.4 |
| No | 30 | 11 |
| Not Sure | 43 | 15.7 |
| Total | 274 | 100 |

Source: Survey, 2024

Information from the table depicts the views of respondents on whether ethics describe set of values that regulate employees. The Figure shows that 201 (73.4%) respondents argued that ethics is describe as a set of values that regulate employees while 30 (11%) believed it is 'no', while 43 (15.7%) were 'not sure'. In the view of 201 (73.4%) respondents (majority), shows that ethics describe set of values that regulate employees

Table 1.6: Respondents view whether is true that workers that exhibit good work ethic are considered eligible for higher positions.

| Response | Frequency | Percentages (%) |
|----------|-----------|-----------------|
| Yes | 148 | 54 |
| No | 99 | 36 |
| Not Sure | 27 | 10 |
| Total | 274 | 100 |

Source: Survey, 2024

Information from the table depicts the views of respondents is true that workers that exhibit good work ethic are considered eligible for higher positions. The Figure shows that 148 (54%) respondents believed that is true that workers exhibit good work ethic are considered eligible for higher positions and 99 (36%) argued they do not believe that not so, while 27 (10%) were 'not sure'. In the view of 148 (54%) respondents (majority), shows is true that workers that exhibit good work ethic are considered eligible for higher positions.

Table 1.7: Respondents view whether the level of work ethics in Kaduna State and service effective

| Response | Frequency | Percentages (%) |
|----------|-----------|-----------------|
| Yes | 13 | 4.7 |
| No | 122 | 45.5 |
| Not Sure | 135 | 49.3 |
| Total | 274 | 100 |

Source: Survey, 2024

Information from the table depicts the views of respondents on whether level of work ethics in Kaduna state and service effective. The Figure shows that 135 (4.7%) respondents believed that level of work ethics in Kaduna state and 122 (45.5) clicked that it no, it doesn't while 13 (4.7%) were 'not sure'. In the view of 135 (49.3%) respondents (majority), shows that people who work in Kaduna state don't know the level of work ethics in Kaduna state.

Table 1.8: Respondents view whether lack of indiscipline among the challenges confronting Kaduna state civil service

| Response | Frequency | Percentages (%) |
|----------|-----------|-----------------|
| Yes | 187 | 68 |
| No | 39 | 14.2 |
| Not Sure | 48 | 17.5 |
| Total | 274 | 100 |

Source: Survey, 2024

Information from the table depicts the views of respondents whether lack of indiscipline among the challenges confronting Kaduna state civil service. The Figure shows that 187 (68%) respondents click the options yes, that lack of indiscipline among the challenges confronting Kaduna state civil service, while for 39 (14.2%) were for no, and 48 representing (17.5) 'not sure'. In the view of 187 (68%) respondents (majority), shows that lack of indiscipline among the challenges confronting Kaduna state civil service.

Table 1.9: Respondents view on which is common with Kaduna State Civil Service

| Response | Frequency | Percentages (%) |
|---------------------------------|-----------|-----------------|
| Misappropriation of public fund | 61 | 22.2 |
| Laziness at work | 174 | 63.5 |
| Corrupt practices | 39 | 14.2 |
| Total | 274 | 100 |

Source: Survey, 2024

Information from the table depicts the views of respondents view lack of indiscipline among the challenges confronting Kaduna state civil service. The Figure shows that 174 (63.5%) respondents believed Laziness at work is a problem confronting Kaduna state while 61 (22.2%) Misappropriation of public fund and 39 (14.2%) clicked Corrupt practices.

Table 1.10: Respondents view whether Nigeria civil service is beleaguered with bribery and corruption

| Response | Frequency | Percentages (%) |
|----------|-----------|-----------------|
| Yes | 201 | 73.4 |
| No | 37 | 13.5 |
| Not Sure | 36 | 13.1 |
| Total | 274 | 100 |

Source: Survey, 2024

Information from the table depicts the views of respondents view Nigeria civil service is beleaguered with bribery and corruption. The Figure shows that 201 (73.4%) respondents believed Nigeria civil service is beleaguered with bribery and corruption while for 37 (13%) Nigeria civil service is not beleaguered with bribery and corruption and 37 (14%) were 'not sure. In the view of 201 (73.4%) respondents (majority), shows that Nigeria civil service is beleaguered with bribery and corruption.

Table 1.11: Respondents view on the problem of Kaduna state civil services

| Response | Frequency | Percentages (%) |
|------------------------------|-----------|-----------------|
| Bribery | 71 | 25.9 |
| Corruption | 44 | 16.1 |
| Nepotism and favoritism | 42 | 15.3 |
| Disrespect for law and order | 117 | 42.7 |
| Total | 274 | 100 |

Source: Survey, 2024

The table depicts the views of respondents view on the problem of Kaduna state civil services initiated to mitigate the challenges posed by insecurity in Nigeria. The Figure shows that 71 (25.9%) respondents clicked bribery, while for 44 (16.1%) were for corruption and 42 representing (15.3%) for Nepotism and favoritism and 117 (42.7) is disrespect for law and order. In the view of 117 (42.7%) respondents (majority), shows Nigerian don't have respect for law and order.

Table 1.12: Respondents view whether God fatherism affects Nigeria civil services across Nigerian states

| Response | Frequency | Percentages (%) |
|----------|-----------|-----------------|
| Yes | 136 | 50 |
| No | 97 | 35 |
| Not Sure | 41 | 15 |
| Total | 274 | 100 |

Source: Survey, 2024

The table depicts the views of respondents view whether God fatherism affects Nigeria civil services. The Figure shows that 136 (50%) respondents believe that yes it does while for 97 (35%) were for No and 41 representing (15%) 'Not sure. In the view of 136 (50%) respondents (majority), shows that God fatherism affects Nigeria civil services across Nigerian states.

Table 1.13: Respondents view on the solution to combat the challenges confronting in Nigeria civil services

| Response | Frequency | Percentages (%) |
|---------------------------------|-----------|-----------------|
| Fight against corruption | 105 | 38 |
| Respect for law and order | 128 | 47 |
| Fight against economic sabotage | 19 | 6.9 |
| Devotion and selfless services | 22 | 8 |
| Total | 274 | 100 |

Source: Survey, 2024

Information from the table depicts the views of which among them solution to combat the challenges confronting in Nigeria civil services. Respondent click fight against corruption 105 (38%)

respondents and 128 (47%) believe respect for law and order and 19 (6.9%) were for fight against economic sabotage No and 22 representing (8%) are for devotion and selfless services. In the view of 128 (50%) respondents (majority), shows that solution to combat the challenges confronting in Nigeria civil services is fight against corruption.

1.7 Discussion of Findings

The productivity and survival of any organization depend largely on the quality of its employees and how much they are able to align themselves to the goal and policies of the organization. One of the major problems facing Nigeria civil service is how to manage the personnel by successful government in Nigeria. This is particularly important because of the level of indiscipline in Nigeria civil service is found to be responsible for low productivity in government's desire to achieve higher living standards for the people.

Effective discipline depends not only on sound leadership and a good personnel policy but also on the full cooperation of employees to such policies of the organization. In a situation where the employees are not in conformity with organization rule and regulation and set standard, there will be poor performance and low level of productivity.

However, their activities still remain feeble and combined with lack of serious political will and commitment. Thus, their impacts are yet to be sufficiently felt. Specifically, any attempt at fighting corruption in the Nigerian public service must first address the corruption within the total fabric of the society, especially from the standpoint of the leaders, namely, the politicians or top-hierarchy of the bureaucracy including the military and the police.

1.8 Conclusion and Recommendations

The main aim of the research was to conduct an investigation on the role of ethics in Kaduna state public service. The study concludes that there should be peaceful co-existence of groups and absolute respects for rules and regulations in order for organization efficiency. Ethics describe set of values that regulate employees and is true that workers that exhibit good work ethic are considered eligible for higher positions. The study finds out that the level of work ethics in Kaduna State and service are not effective. Lack of indiscipline among the challenges confronting Kaduna state civil service. The problem confronting Kaduna State civil service includes Laziness at work, Misappropriation of public fund and Corrupt practices.

The following recommendations are projected as follow:

1. This brought about the issue of godfatherism which has made many of the personnel who found favour with senior officers in the public service to be unruly and put despicable behavior, this should also be eradicated.
2. The enabling social factors that will promote self-discipline in Nigeria civil services should be spelled out and placed in all public offices.
3. Government should ensure that public servants are well remunerated in order to maintain high morale.
4. Motivation of workers should always be on the front burner. Motivational may not necessarily mean financial rewards.
5. Self-discipline, Self-actualization and job enrichment should also be exercised by the organization management. Disciplinary cases should always be hastily disposed and anybody who is culpable should be sanctioned appropriately to serve as a deterrent to others.

6. Records must also be maintained to document disciplinary cases and should often be referred to for promotion and other incentives.
7. Government established to fight corruption must be strengthened, properly funded and must be up to task to be able to withstand the mandate at which they are created to serve. If we look at the legislative branch of government in Nigeria then we will see that the majority of the Law makers are powerful businessmen and they were elected by bribing people and getting into the parliament their goal is of course not to serve for the public good but for their personal advantage by paying less tax, creating new businesses etc. People taking some little amount of money for electing those deputies they will have to pay much more in the future because of the above-mentioned factors. So, one of the important factors combating corruption in Nigeria is to pay attention to free and fair elections, to be able to elect credible leaders. Therefore, we must build strong institution that can match the war against corrupt public office holder.

References

- Adamu, D.E. (2023) 'Ethical issues and Nigeria's quest for development.' *Rwanda Journal, Series B: Social Sciences*, 1 (1). 21-35
- Adebayo, A. (2021). *Principle and Practice of Administration in Nigeria*. Ibadan: Spectrum Books.
- Adebayo, S.O. (2021) 'Museum Ethics'. In A. Adebayo (ed) *Contemporary Issues in Professional Ethics*. Ibadan. Intec Printers.
- Adeyinka, J.K. (2014) 'The Ethical Dimensions of African Indigenous Communication Systems: An Analysis'. In A. Adebayo (ed) *Contemporary Issues in Professional Ethics*. Ibadan. Intec Printers.
- Alegbeleye YD, Idris A.O. (2015) *Contemporary Ethics: History, Theories and Issues*. Lagos. Spero Books Ltd.
- Appleby, P H (1952) "Morality and administration," *Baton Rouge*, 3rd Edition, Louisiana State University Press, pp. 482-484.
- Dan O, Ilesamii, E. M. (2015). Impact of discipline on learner performance. A thesis submitted in fulfillment of partial requirements for the degree of masters of education in the department of foundation for education (Unpublished).
- Igbokwe-Ibeto Chinyeaka Justine Agbodike, Florence & Osawe (2015) civil work content in the Nigerian civil service and its Implication on sustainable development *Singaporean journal of business economics, and management studies* (4)4, 2015
- Iheanacho. (2017) 'Organizational philosophy, policies and objectives related to unethical decision behaviour: A laboratory experiment.' *Journal of Applied Psychology*. Vol. 64. 331-338
- Ikealuwapo, O. (2015). The challenges of leadership in Nigeria. An address at the Stern & Kay Seminar on leadership in Nigeria June 2015.
- Kabandize, T. L. (2024). Big questions in administrative ethics: A need for focused, collaborative effort. *Public Administration Review*, 64(4), 395–407.
- Khatri, G. A. (2022). *Personnel and human resource management*. London: York Publishers.
- Matsoga, J.V (2023) *Public Administration: An Action Orientation. 5th edition*. New York: Thomas Wadsworth.
- Olugbemi, S. and Gonella, C. (2017) 'The social and ethical alchemy: An integrative approach to social and ethical responsibility.' *Journal of Business Ethics*. 11(1). 86-96
- Onuoha, A. A. (2023). Public Policy Formulation: The Role of Politicians and Senior Administrators. In O. E. Uya and J Okor (eds.), *Local Government Administration and Grassroots Democracy in Nigeria*, Calabar: University of Calabar Press.