The Effect Of Indiscipline On Organizational Leadership: Case Study Of Mubi North Local Government Council

Ushiwa D. Kwabe

Mohammed Nasiru

Department of Business Administration, Adamawa State University,
Mubi-Nigeria

Abstract: For more than decades, organizations over the world face challenges in controlling lateness, absenteeism and labour turnover among their employees and these have been issues of much worry to many employers. Efforts have been made to permanently curb these problems but unfortunately there seems to be no permanent solutions. Indiscipline in work place has been a challenge of many employees due to personal and external forces. Indiscipline in organizations brings both economic and psychological consequences on level of output and organizations must strive to control and minimize it. The main objective of this study is to examine the effect of indiscipline on organizational leadership of Mubi North Local Government Area, Adamawa State. The study adopted the use of non-experimental design with specification in survey research design. The projected population of the study is 1,031 respondents, while the sample size is 80 using systematic random sampling technique formula. Hypotheses was tested using Pearson correlation analysis, the decision is that there is significant relationship between the variables under study since (r = 0.827, 0.990, 0.916 and P-value $\leq$ 0.000 and df = 4). The finding revealed that employee low self-concept due to constant negative labels of their leaders lead to their absenteeism from work. Finding also shows that restlessness and inattention causes absenteeism in their local government. Also, drug abuse and alcoholism causes workers absenteeism in their local government. In addition, the study therefore, recommends that leaders of the local government should lead by example through exhibiting positive attitude towards their subordinates; there is need also for them to be more attentive and restless towards ensuring full attendance in the local government. It is also recommended that the use of drugs and alcohol of any kind that will lead to absenteeism from work should be avoided; employees should focused more on organizational objectives, which will help them to be busy all the time.

Keywords: Absenteeism, effect, incivility, indiscipline, lateness, and organizational leadership

I. INTRODUCTION

Indiscipline refers to conditions of disorderliness in which members of an organization conduct themselves without respect to the rules and regulations and subordinating their needs and desires to the overall needs of the organization. In order to live a valuable life within any given community and contribute towards the social, economic, and political development of the nation, the appropriate skills, values, attitudes, knowledge, and competencies must be impacted into the individual. Indiscipline on the other hand is any act that diverges from the acceptable societal norms and values. It is a violation of organizations rules and regulations which is capable of obstructing the smooth and orderly functioning of the organizational system (Edem, 2002). An undisciplined employee is an uncontrollable employee and can do any damage in organization when he does not get what he wants (Asiyai, 2012).

Danso (2010) decried the high rates of indiscipline and lawlessness in educational institutions. He observed that not a single day passes without a report of an act of indiscipline perpetrated by employees in organizations. He lamented over the causes of drug abuse, rape, armed robbery and even murder in the organization. Meaningful and effective

leadership geared towards the attainment of organizational goals is unattainable if the management and employees are not disciplined. Aguba (2009) noted that discipline is needed to produce a breed of well cultivated staff that will develop not only respect for themselves but also for others in the organization and society at large. Denga (2005) in his study identified indiscipline problems such as stealing, truancy, vandalism and cheating as destructive practices.

According to Ochai (2004), staff indiscipline is manifested in many ways in the public sector such as habitual lateness to work, truancy, and lack of commitment to work: loafing, buck-passing or refusing to take responsibility. It also includes bribery and corruption, tribalism and nepotism, misuse of government property, drunkenness, embezzlement or misappropriation of public funds. Public/Civil Servants, in contemporary public organizations in Nigeria, exhibit discipline at a minimal level coupled with some elements of indiscipline. In this condition, for example, staff may report for duty, in time and sometimes late. On arrival, they may perform their duties without seriousness. After spending few hours on duty some of them take permission to go out of the workplace while others just sneak or vanish. Another group may go to drinking houses or beer parlors', to return to the office only towards the closing time. Some of them may take permission to stay away from the office or workplace for a number of days for fabricated reasons. Others may just absent themselves for reasons that are far from cogent (Ochai, 2004). It is needless to say that productivity is affected negatively by these vices of staff in the public sector. According to Adebayo (2001), such acts of indiscipline include lethargy, apathy, laziness, rudeness to members of the public, malingering, presenting false sick certificates in order to go and attend to private businesses and a host of other deplorable attitudes.

Employees characteristics such as persistent lateness, absenteeism, incivility and truancy affect their organizational leadership. When employees are not in work place, they find it difficult to carry out their duties as expected. Employees who exhibit indiscipline behaviours in work place are known to be inattentive in the organization. Once employee lose concentration on the task he/she is assign for and do not take active part in the processes, they are unable to meet their target (Etsey, 2005).

Ayertey (2005), states that deviant behaviour leads to breakdown of law and order, and creates insecurity. He explained that indiscipline behaviour on the part of employees leads to disregard for law and order in the working environment. Laws are made to regulate the conduct of people and protect lives and property, and ensure the maintenance of peace. Indiscipline employees, however, are disrespectful to law and authority; they destroy property and disorganize orderly life in the organization.

In the opinions of Ayertey (2002) and Sekyere (2009), organization that has a high number of deviants or indiscipline employees is likely to have its code of discipline broken and be plunged into disaster. Organization plunged into a state of anarchy does not support performance. The end result is poor performance of employees. In addition, indiscipline behaviour creates panic and a sense of insecurity in the organization. Most deviants are responsible for theft, destruction of property, violence and assaults in the society. These negative acts can create tension and fear in the minds of other employees and authorities in the organization. This will prevent the management from giving out their best since most of their time would be concentrated on their safety in the working environment (Carr & Chalmers, 2005).

II. STATEMENT OF THE PROBLEM

For more than decades, organizations over the world face challenges in controlling lateness, absenteeism and labour turnover among their employees and these have been issues of much worry to many employers. Efforts have been made to permanently curb these problems but unfortunately there seems to be no permanent solutions. Indiscipline in work place has been a challenge of many employees due to personal and external forces. Indiscipline in organizations brings both economic and psychological consequences on level of output and organizations must strive to control and minimize it. When an employee arrives to work late due to indiscipline, it puts the whole organisatio's production plan into disorder. This may go a long way to affect performance and therefore the organisation's effectiveness. If the organization provides service, the employee's lateness may affect the quality and or quantity of service offered, especially in a setup where one employee's output is the other's input (Blau, 2004).

Presently, it has been realised that employees' indiscipline in public organization in Nigeria has become a cankerworm that has eaten too deep into the employees moral up bring. Employees have become uncontrollable and highly disrespectful to: themselves, management, senior administrators, colleagues and to the society at large. Employees portray different types of indiscipline behaviour among which include the following acts: lies telling, violence, dishonesty, disobedient to senior colleagues, alcohol consumption, confronting and vandalism, lateness to office, drug abuse, stealing government properties, among others. the extent to which employees indiscipline behaviours in organization are correlated with are not known whether these influences emanate from the perspectives of their lack of management commitment to organizational objective, their parents' socioeconomic achievements, parent's attitude, teacher' attitude, organizational culture, climate and environment; and the magnitude of disorder it triggers in organization and what strategies should be put in place to curb this deviant behaviour.

Absenteeism is an employee's intentional or habitual absence from work. While employers expect employees to miss a certain number of workdays each year, excessive absences can equate to decreased performance and can have a major effect on company finances, morale, and other factors (Wolters, 2015). Various scholars have identified that how the foregoing and current issues make organization indiscipline a very important matter in organizational leadership and performance. It is therefore pertinent at this juncture to provide therapeutic measures to employees' involvement in sexual harassment, fraudulent acts, and many other unruly behaviours which make headlines in our print and electronic media (Ogwuda 2006; Komolafe and Ajao 2006). Other misdemeanors may not be so widely reported yet their

occurrences are at higher frequencies in our organizational today.

The above study failed study other components of indiscipline like absenteeism from work, lateness and incivility and their effects on organizational leadership. In an attempt to bridge this gap, the researcher therefore decided to conduct an investigation to understand the stakeholder perceptions of effect of indiscipline i.e. (absenteeism from work, lateness and incivility) and their individual effects on organizational leadership in Mubi North Local Government Area in order to provide a body of knowledge for the improvement of the quality of discipline in the study area.

The study is will be guided by the following research questions:
✓ What is the effect of employee absenteeism on organizational leadership in Mubi North Local Government Area?
✓ What is the effect of employee lateness on organizational leadership in Mubi North Local Government Area?
✓ What is the effect of employee incivility on organizational leadership in Mubi North Local Government Area?

RESEARCH HYPOTHESES

The research collected relevant data in order to test the following hypotheses;

H_0: Employee absenteeism does not have significant effect on organizational leadership in Mubi North Local Government Area;

H_0: Employee lateness does not have significant effect on organizational leadership in Mubi North Local Government Area; and

H_0: Employee incivility does not have significant effect on organizational leadership in Mubi North Local Government Area.

III. CONCEPTUAL CLARIFICATIONS

CONCEPT OF INDISCIPLINE

The term "indiscipline" is a household word in Nigeria today. In fact, it is a word that is found in government offices, private sectors, in politics and in all levels of educational institutions. The trend in organization in the present time is indiscipline of all sorts. The trouble with the term is that every individual may know what they mean when they talk about it, but individual meanings can still differ in a sense, therefore, we will at this juncture present some of the meaning giving to the term by scholar in the literature. Indiscipline according to (Timothy, 2008) is the direct opposite of discipline i.e. lack of discipline. He further quoted Dittinuiya (1995) who defined it as any act that does not conform to the societal value and norms. He went further to cite Otu (1995) who also define indiscipline as unruly acts and behaviours, acts of lawlessness and disobedience to organization rules and regulation.

Timothy (2008) further stated that indiscipline can be said to be the unwillingness of employees to respect the constituted authority, observe and obey organization rules and regulations and to maintain high standard of behaviours conducive to teaching learning process and essential to the smooth running of the organization to achieve the educational objective with ease. Nwakoby (2001) defined indiscipline as "an act of misconduct which not only physical act but could also be a thing of the mind". The above definition presupposes that indiscipline is an act of wrong doing and which must not necessarily be seen from a student's action but the mood of such student could be interpreted as an act of indiscipline or misconduct.

Yaroson (2004) when citing The Chambers Twentieth Century Dictionary maintained that Indiscipline is a derivative of the word "discipline" and which is a mode of life in accordance with rules is. She further quoted the Oxford Advanced Learners' Dictionary where indiscipline is defines as lack of control in the behaviour of a group of people. In other words, it is the inability of a person to live in accordance with rules. Indiscipline is a destructive behaviour which does not promote peace and co-existence in society. This behaviour is a canker to many nations in the world as it is a threat to the lives of these young ones. Many efforts have been made by several world leaders to curtail this growing notoriety especially among employee in organization but it is regrettable to say that there is no single day the media will not report of incidence of indiscipline in newspapers, on the radio and television (Clinard & Meier, 2015).

CONCEPT OF ORGANIZATIONAL LEADERSHIP

Yukl (2009) defines organizational leadership as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives." Simplifying the definition, organizational leadership is the ability to influence a group towards the achievement of goals. Although the term "organizational leadership" was first coined in the first half of the nineteenth century, human endeavors knowingly or discreetly have always abhorred a organizational leadership void by crying out for it in order to be rescued or simply to be led (Zopiatis and Constanti 2012; Bass & Bass, 2009).

Organizational leadership encompasses many roles and responsibilities that are essential to lead, influence, supervise, monitor, and control subordinates. Turner and Lloyd-Walker (2008) found that effective organizational leadership includes motivating, influencing, and bringing about change. Other researchers have found organizational leadership to be a critical and multifaceted activity that included implementing changes, initiating new ways to do things, motivating others to adapt their behavior, and encouraging individuality while promoting teams (Matzler, Bailom, Anschober, & Richardson, 2010). Still others have argued that effective organizational leadership requires that leaders possess a vision, create social power, and direct that power in a direction to realize that vision (Reicher, Haslam, & Hopkins, 2005). Organizational leadership evolves with the times and adjusts with the environment (Wells & Wells, 2010). To help achieve success, leaders should possess a qualities and desire to be both successful and efficient in how they influence and manage their subordinates; this qualities and desire to succeed

can cause leaders to positively interact with their subordinates.

CONCEPT OF ABSENTEEISM

Absenteeism can be described as any failure of an employee of an organization to report for or to remain at work as scheduled, regardless of the reason (Cascio, 2003). It has also been explained in a broader perspective that, absenteeism can be viewed as part of withdrawal syndrome where employees react to undesirable working conditions by behaviours designed to distant them from work, including lateness and the intent to leave the job (Johns, 2003). From the above, one theme that runs through all the definition is that, once the employee avoids work voluntarily or involuntarily, it constitutes absenteeism.

Disrespect has wreaked havoc on individuals and has had fiscal spillover. According to the (EES, 2011) incurred millions of hours of sick leave usage that cost the organization millions of naira. These implications were tied to their performance outcomes – specifically; work presence and work quality. When attendance is low, organizational performance suffers. For this reason, each outcome was examined against workplace incivility. First, each was defined: Absenteeism – "Chronic absence (as from work), or something" and, performance. "The act, or process of performing towards accomplishment". For instance, if organizations were committed to organizational justice, then employees would behave better and display performance outcomes (quality performance) to reduce organizational costs (Belita, Mbindyo & English, 2013). Hanebuth (2008) sees absence as a habitual pattern of absence from a duty or obligation while Fodluck (2007) conceives absence as not showing up for work. Absenteeism signifies the absence of an employee from work without any explanation, without authorization and intentionally. Patrick (2013) affirm that unexcused absences lower productivity, results to low morale and is an added stress for other employees. Therefore absenteeism in the workplace affects both the employee and the employer. Some researchers like Hanebuth, (2008), Saez (2014) attest that absenteeism is negatively related to job satisfaction and commitment especially satisfaction with work itself and could be an indication of managerial issues like toxic work environment. Bayram, Gursaka and Bilgel (2009) assert that absenteeism at work is a breach of contract between employer and employee. It is also a production deviance (Robinson & Bennet, 2005) and a manifestation of problems at work (Bentley, 2013).

CONCEPT OF LATENESS

Lateness behaviour can be described as arriving at work after the scheduled time (Shafritz, 2003). Mobley (2000) described lateness, absenteeism and labour turnover as withdrawal behaviour. Compared to the latter behaviours, lateness is a milder form of withdrawal. Another distinctive characteristic of lateness is that, it can be controlled by the employee unlike dismissal by an employer or absenteeism due to sickness. Most of the lateness occurrences can be avoided (Sagie, 2002). Employee lateness is where an employee goes

or reports to his/her workplace late than the expected reporting time. Example is when an employee reports to work at 9 o'clock instead of 8 o'clock. Various causes of employee lateness have been postulated by various researchers. Some of these are discussed below;

The level of employee morale is a key factor considering causes of lateness. No compensation or workplace mistreatment on the side of leaders will help employees have many reasons not showing up for work on time (Ralston, 2004). Workers who work long hours than they should or employees who are forced to work long hours or are deliberate workaholics can force themselves into depression, tiredness or physical pain. With this, it will be difficult to encourage themselves to attend work on scheduled time (Richard and Slane, 2000). Some staff will think they are very important and without them there is going to be low productivity, others may feel their work cannot be done by anyone else and therefore may not obey rules. Managers must ensure discipline for lateness and follow work rules. Failure to do so can cause dislike and loss of respect from fellow workers and other workers may feel not valued and this may lead to late show up at work (Blau, 2005).

CONCEPT OF INCIVILITY

Incivility has been defined as a deliberate discourtesy toward another that wounds one's self-esteem and creates doubt about his or her abilities (Peters, 2014). Incivility may have an impact on nursing when uncivil behaviors filter to patient care. When nurses in the health care setting do not work collaboratively and continue to "eat their young" (Meissner, 2006), the problem of newer nurses not remaining in nursing is perpetuated. A lack of qualified nursing faculty ready to replace retiring faculty has been noted to exist.

Incivility in higher education may be demonstrated by rude, discourteous speech or behavior that disrupts and shows disregard for a cooperative learning environment (Connelly, 2009; Feldmann, 2001). Students and faculty may each be affected by uncivil actions. Feldman suggested that incivility is rooted in as many as three psychological factors: "a need to express power over another, a need for verbal release due to frustration over an apparently unsolvable situation, or a need to obtain something of value".

Colleges and universities have, or are in the process of, adopting policies regarding incivility. Recommendations have been made for the inclusion of specific language regarding the institution's policies on incivility in the course syllabus (Connelly, 2009). With the understanding that all colleges may not be able to fund such an endeavor, Connelly addressed the need for a first-year college seminar experience in order to reduce the amount of incivility observed on college campuses.

EFFECT OF ABSENTEEISM ON ORGANIZATIONAL LEADERSHIP

When employees are absent from work, others would be required to work extra hours to train new temporary replacements or relieve staff replacing the absent employee and this can affect their overall productivity and output (Goldberg & Waldman, 2000). He also added that this could

be additional cost associated with the payment of overtime to those tasked to perform the duty of the absent worker. Also there is cost of retraining or induction of the replacement workers in that particular post. In addition, the company would also bear the wage costs of any replacement employees. Administration will also spend time to recruit new replacements, reassign other employees and these are cost to the organization. Additional management is required to maintain administrative systems dealing with any control measures for absenteeism (Hackett, 2000). Whilst some companies use disciplinary actions to curb the situation, some also use incentives. Whichever option a company decides to use will depend on how important the company considers the issue of absenteeism.

EFFECT OF LATENESS ON ORGANIZATIONAL LEADERSHIP

Employee lateness can negatively affect the productivity level of an organization. It may negatively affect the performance of the late employee as well as the entire unit's productivity (Blau, 2005). In addition, employees who report late to work may reflect low motivation, discontent at work and low commitment to the organization which may affect other employees (Jamal, 1984). From the late employee's point of view, lateness behaviour may indicate an initial withdrawal from work that may deteriorate toward more severe forms of withdrawal such as absenteeism and turnover (Dolman-Singer, 1997). For the organization, lateness has many financial and non-financial costs. The effect of an employee arriving late to work is the interruption and delay in the start of service for any client and needs to be controlled. Additionally, management's responses to late arrivals may include the recording of the late occurrences in the individual's file, disciplinary reviews and outright punishment. In view of such responses, lateness could indeed be considered a costly behaviour for the involved employee (Dolman-Singer, 1997).

EFFECT OF INCIVILITY ON ORGANIZATIONAL LEADERSHIP

When employee organizational identification is weakened, it is less likely to devote more energy to maintaining high-quality interpersonal relationships and generating a high level of trust in the organization. Siemsen et al. (2009) found that the closer the interpersonal relationship is, the greater the degree of interaction and communication is, and the greater the willingness to share knowledge is, thus, the more likely it is to share knowledge. Kankanhalli (2005) also emphasized that trust in organizational culture can diminish the cost of knowledge sharing that employee incivility brings. Therefore, organizational identification is negatively affected by employee incivility, which can affect their interpersonal quality and trust in the organization, thus, inhibiting employee knowledge sharing. In addition, when organizational identification is weakened, employee wouldn't regard organizational achievement as closely related to own well-being, and do not believe that organizational development is essential to their own interests and is less likely to play their

own initiative and efforts to promote groups progress. And they don't devote themselves establish positive relationship with members in the organization, which has a negative impact on employee knowledge sharing.

IV. EMPIRICAL REVIEW

Muhammad, Arifa and Muhammad (2017) conducted study on the impact of Workplace incivility on employee absenteeism and organization commitment, data is analyses through Statistical Package for the Social Sciences (SPSS) version 21.The respondents of this research are nurses located in hospitals in Faisalabad. The sample size is two hundred out of which 184 is considered. The hypothesis generated for the study was tested at 0.05.Data is analyzed through descriptive and inferential tests on the responses gathered, their finding revealed that there is a significant relationship between workplace incivility and Employee absenteeism. Workplace Incivility has positive relation with employee absenteeism. The results also signifies that organizational commitment partially moderate the relationship between employee workplace incivility and absenteeism.

A conducted by Suzanne and John (2017) on rudeness and incivility in the workplace, their provided examples of rudeness and incivility along with possible causes and performance problems. Significant attention will be given to the control and management of rudeness and incivility from both a personal and organizational point of view. Ayşe and Asli, (2015) study on the effect of workplace incivility on job satisfaction and organizational trust: a study of industrial enterprises in Turkey, using administrative staff of industrial enterprises operating in Kayseri, Turkey, their findings revealed that The findings of the research showed that there was a statistically non-significant and negative relationship between workplace incivility and job satisfaction. There was a significant and negative relationship between workplace incivility and organizational trust.

In an attempt to bridge this gap, the researcher therefore decided to conduct an investigation to understand the stakeholder perceptions of effect of indiscipline i.e. (absenteeism from work, lateness and incivility) and their individual effects on organizational leadership in Mubi North Local Government Area in order to provide a body of knowledge for the improvement of the quality of discipline in the study area.

V. THEORETICAL FRAMEWORK

INDIVIDUAL PSYCHOLOGY

Adler (1956) believed that every individual has a goal he/she sets to achieve in life. It is the goal set by any person that explains the sort of behaviours he/she exhibits at any point in time. He also emphasized that the motivation to achieve the set goals causes feelings of inferiority in every person and that the final goal of every individual in life is to be superior. He added that the quest for superiority is what guides people to be either constructive or destructive. And if

an individual's goals are formulated in a destructive manner it then leads to domination and exploitation of others around him or her. It could therefore be inferred that employees who exhibit domineering attitude over their peers through the use of foul languages and bullying as forms of organization indiscipline acts could have set their goals in a destructive manner. Besides, under Adler's simple typology of personality he categorized some individuals as the ruling type and added that the individuals within this category lack social interest and courage. They do not believe in the important of equality and cooperation between people and when they are faced with problems they are unable to solve, they tend to act in antisocial ways. He added that their own striving for superiority and power is so unrealistic that they exploit and harm others in order to achieve their goals. Typical examples of those employees who exhibit this trait are the bullies and the gangs who often time frighten their colleagues in the classroom and in the entire organization premises.

PSYCHOANALYTIC THEORY

Sigmund Freud (1856-1939) in his theory of psychoanalysis has ID as one of the major concepts he conceptualized. He described it as Cauldron of seething excitations. The chief characteristics of ID according Freud is the desire to satisfy its immediate needs no matter whose ox is gored and by nature it is irrational, amoral and does not bother with logic or reality. The ID is pleasure seeking, and not minding the consequences of the action carried out. The only concern of the ID is maximum gratification of instincts and once gratification is achieved ID is satisfied. Even though every individual has this concept of ID in him or her because it makes every persons to be desirous of anything at any point in times but the wrong gratification of desires by some rapists among secondary organization employees without minding the consequences of such action could be said to be the work of ID and despite their awareness of the fact that the organization authority or the society at large frown at such action, they will still go ahead and perpetrate it. The Ego in such individuals therefore could be said to be weak or not functioning appropriately because it is suppose to act as "Mr. Censor" to any action of the ID that is morally harmful in order that the individual may be protected from the outside world. In fact, EGO is responsible for the determination of the desires of the ID whether to be allowed or not but its failure sometimes is usually associated to the fact that it does not have its own power and rather burrows it from ID.

SOCIAL LEARNING THEORY OF IVAN PAVLOV (1849-1936)

The major assumption of social learning theory is that all behaviours whether adaptive or maladaptive, social or antisocial, defiant or non-defiant, praiseworthy or condemnable are learned and can also be unlearned. It could be said therefore that all manners of indiscipline acts that pervade our secondary organizations environment today or that are prominent among employees at that level of education are as a result of poor learning experiences. The influx of and acceptance of some western cultures that are not in consonance with the practices and norms in our country and which the adolescent take after without adequate censor by them make them to perpetrate indiscipline acts within or outside the organization premises. Makinde (2004) concluded that "adolescents" which is the proper appellation for the secondary organization employees because of their age bracket are rebellious and to the adults to rebel against convention through exhibition of acts of indiscipline is chaotic.

VI. METHODOLOGY

The study adopted the use of non-experimental design with specification in survey research design. This research was carried out at Mubi North Local Government Council. Research population refers to the total or entire population under consideration. This refers to the groups of people or study subjects who are similar in more ways which forms the subject of the other study in a particular survey. Therefore, the projected population of the study is 1,031 respondents. Systematic random sampling technique is used to select the sample from the population, because all the respondents has similar characteristic. Therefore, a starting number is randomly selected and the sample members are selected at regular interval of every 13th number from the entire population of 1,031 workers and arrived at the sampled unit of 80.

Questionnaires was distributed randomly to the respondents personally by the researchers, which shall be left with the respondents for them to answer the questions at their convenience and later retrieved back, while 5 likert scale measurement was used in assigning membership to respondents: Strongly agree(5), Agree(4), Undecided(3) Disagree (2), Strongly disagree(1).

The data collected for this study was analyzed using Statistical Package for Social Sciences (SPSS) to and hypotheses were tested using Pearson correlation analysis at 0.05 level of significance.

VII. ANALYSIS AND RESULTS

Out of 80 questionnaires distributed;

Returned	$\frac{73}{80}$	x 100	=	91.25%
Unreturned	$\frac{7}{80}$	x 100	=	8.75%

HYPOTHESES TESTING

HYPOTHESES I

H_0: Employee absenteeism does not have significant effect on organizational leadership in Mubi North Local Government Area

Correlations

		EA	OL
EA	Pearson Correlation	1	.827**
	Sig. (2-tailed)		.000
	N	73	73
OL	Pearson Correlation	.827**	1
	Sig. (2-tailed)	.000	
	N	73	73

**. *Correlation is significant at the 0.01 level (2-tailed).*
  Where;
    EA : Employee absenteeism
    OL : Organizational leadership
    Table 1

A Pearson's correlation analysis was conducted to examine whether there employee absenteeism do not have any significant effect on organizational leadership. The result of correlation revealed that there is significant and positive relationships exist between them (r = 0.827, P < 0.00), which is less than 0.5 level of significant. Therefore, we reject the null hypothesis and accept alternate hypothesis which states employee absenteeism has significant effect on organizational leadership in Mubi North Local Government Area.

HYPOTHESIS II

H_0: Employee lateness does not have significant effect on organizational leadership in Mubi North Local Government Area

Correlations

		EL	OL
EL	Pearson Correlation	1	.990**
	Sig. (2-tailed)		.000
	N	73	73
OL	Pearson Correlation	.990**	1
	Sig. (2-tailed)	.000	
	N	73	73

**. *Correlation is significant at the 0.01 level (2-tailed).*
  Where;
    EL : Employee lateness
    OL : Organizational leadership
    Table 2

A Pearson's correlation analysis was conducted to examine whether there employee lateness do not have any significant effect on organizational leadership. The result of correlation revealed that there is significant and positive relationships exist between them (r = 0.990, P < 0.00), which is less than 0.5 level of significant. Therefore, we reject the null hypothesis and accept alternate hypothesis which states employee lateness has significant effect on organizational leadership in Mubi North Local Government Area.

HYPOTHESIS III

H_0: Employee incivility does not have significant effect on organizational leadership in Mubi North Local Government Area.

Correlations

		EI	OL
EI	Pearson Correlation	1	.916**
	Sig. (2-tailed)		.000
	N	73	73
OL	Pearson Correlation	.916**	1
	Sig. (2-tailed)	.000	
	N	73	73

**. *Correlation is significant at the 0.01 level (2-tailed).*
  Where;
    EI : Employee incivility
    L : Organizational leadership
    Table 3

A Pearson's correlation analysis was conducted to examine whether there employee incivility do not have any significant effect on organizational leadership. The result of correlation revealed that there is significant and positive relationships exist between them (r = 0.916, P < 0.00), which is less than 0.5 level of significant. Therefore, we reject the null hypothesis and accept alternate hypothesis which states employee incivility has significant effect on organizational leadership in Mubi North Local Government Area.

VIII. FINDINGS

The following findings were derived from the above data analysis;

✓ Finding revealed that employee low self-concept due to constant negative labels of their leaders lead to their absenteeism from work. Finding also shows that restlessness and inattention causes absenteeism in their local government. Also, drug abuse and alcoholism causes workers absenteeism in their local government. In addition, the finding further revealed that too much of idleness and lack of work to do in the local government lead to absenteeism from work.

✓ From the above analysis, it also revealed that emergency e.g. sickness, accidents, poor weather conditions makes employees come to work late some times, another reason employees do go to work late because no opportunity for advancement in their local government. Finding also revealed that low salary is one of the reasons for their late coming, also employee do go to work late because of their flexible working schedule in the local government.

✓ A finding also revealed that lack of hope for promotional career prospect causes employee incivility in the local government. Finding further revealed that low performance evaluation/ lack of motivation, low morale leads to employee incivility, another reasons for incivility in the local government is demands for advancement and growth/ professional rivalry/office intrigue. Finding revealed that

feeling of incompetence/lack of necessary skills for the job lead to employee incivility in the local government.

IX. CONCLUSIONS

Inline with the research questions and findings, the following conclusions were derived; employee absenteeism has significant effect on organizational leadership in Mubi North Local Government Area, the result shows that employee low self-concept due to constant negative labels of their leaders lead to their absenteeism from work, restlessness and inattention causes absenteeism in their local government, also, drug abuse, alcoholism, too much of idleness and lack of work to do causes workers absenteeism in their local government.

The study further concludes that employee lateness has significant effect on organizational leadership in Mubi North Local Government Area. it also concludes that emergency e.g. sickness, accidents, poor weather conditions makes employees come to work late some times, another reason employees do go to work late because no opportunity for advancement in their local government. Low salary is one of the reasons for their late coming, also employee do go to work late because of their flexible working schedule in the local government.

Hypothesis three succeeded on establishing that employee incivility has significant effect on organizational leadership in Mubi North Local Government Area. The study also concludes that lack of hope for promotional career prospect causes employee incivility in the local government. Another reasons for incivility in the local government; low performance evaluation/ lack of motivation, low morale leads to employee incivility, demands for advancement and growth/ professional rivalry/office intrigue, feeling of incompetence and lack of necessary skills for the job

X. RECOMMENDATIONS

Based on the results of the study, the researcher recommends;
✓ Leaders of the local government should lead by example through exhibiting positive attitude towards their subordinates; there is need also for them to be more attentive and restless towards ensuring full attendance in the local government. It is also recommended that the use of drugs and alcohol of any kind that will lead to absenteeism from work should be avoided; employees should focused more on organizational objectives, which will help them to be busy all the time.
✓ There is need for management and employee of local government to acknowledge that fact that unforeseen circumstance are inevitable, but should not give a room for unnecessary excuses that will lead employees going to work late all the time. The management need to create an avenue that will motivate workers to be coming the work as earlier as possible through provision of promotional opportunities, high salaries and effective supervision of employees through checking of attendance.
The management should develop a strategy that will help help to maintain discipline among employees which will

help them to exercise full power of leadership in the local government. There is need for provision of enough facilities for advancement and growth in the local government, employee should be send on training and development in order to develop self competence and skills necessary to carry out a particular job within a stipulated time. This will go along way to eradicate incivility among employees in the local government.

REFERENCES

[1] Ayertey, (2002). Mastering Social Studies for Senior Secondary School. Accra: Excellent Publishing and Printing. 68 – 87.

[2] Ayşe, C. & Asli, K. (2015). The effect of workplace incivility on job satisfaction and organizational trust: a study of industrial enterprises in Turkey. International Academic Conference Proceedings. Vienna, Austria.

[3] Bass, B. M., & Bass, R. (2009). The Bass handbook of leadership: Theory, research, and managerial applications. New York, NY: Simon and Schuster.

[4] Belita, A., Mbindyo, P. & English, M. (2013). Absenteeism amongst health workers–developing a typology to support empiric work in low-income countries and characterizing reported associations. Human resources for health, 11(1), 34.

[5] Blau, G. (2005). Developing and testing taxonomy of lateness behaviour. Journal of Applied Psychology, 79, 959–970.

[6] Blau, G. J. (1986). Job involvement and organisational commitment as interactive predictors of tardiness and absenteeism. Journal of Management, 12, 577-84.

[7] Carr, H. & Chalmers, D. (2005). A review of methods for Monitoring and Measuring Social Inequality, Deprivation and Health Inequality. Retrieved on 26/02/2018 from http://www.ihs.ox.ac.uk/sephol/publications/carrhill

[8] Cascio, W. F. (2003). Managing Human Resources: Productivity, Quality of Work Life, Profits, 6th ed., Boston: McGraw-Hill, Boston

[9] Clinard, M. B. & Meier, R. F. (2015). Sociology of deviant behavior: Nelson Education. Daily Graphic, March 15, 2002. 3

[10] Connelly, R. J. (2009). Introducing a culture of civility in first-year college classes. The Journal of General Education, 58, 47−68.

[11] Connelly, R. J. (2009). Introducing a culture of civility in first-year college classes. The Journal of General Education, 58, 47−68.

[12] Etsey, Y. K. A. (2005). Causes of Low Academic Performance of Primary School Pupils in the Shama Sub-Metro of Shama Ahanta East Metropolitan assembly (SAEMA) in Ghana; A paper presented at Regional Conference on Education in West Africa, Dakar – Senegal, 1st – 2nd November, 2005.

[13] Fair, R. (1992). Australian Human Resource Management: Framework and practice, 2nd Ed. McGraw-Hill.

[14] Feldmann, L. J. (2001). Classroom civility is another of our instructor responsibilities. College Teaching, 49(4), 137−140.

[15] Gupta, N., & Shaw, J. (2001). Pay fairness and Employee outcomes, Exacerbation and attenuation effects of financial needs. Journal of Occupational and Organizational Psychology, 74 (3), 22.

[16] Hackett, R. D. (2000). Age, tenure, and employee absenteeism, Human Relations, 43, 601-618.

[17] Jamal, M. (1984). Job stress and job performance controversy: an empirical assessment. Organisational Behaviour and Human Performance, 33, 1-21.

[18] Johns, G. (2003). How methodological diversity has improved our understanding of absenteeism from work. Human Resource Management Review, 13, 157-184.

[19] Komolafe, F. & Ajao, N. (2005). Nans Warns Students Against Thuggery. Vanguard, June 30, 5.

[20] Makinde, B. O. (2004). Human Sexuality Education and Marital Guidance. Shomolu: Mandate Communication Ltd.

[21] Matzler, K., Bailom, F., Anschober, M., & Richardson, S. (2010). Sustaining corporate success: What drives the top performers? Journal of Business Strategy 13(5), 4-13.

[22] Meissner, J. (2006). Nurses: Are we eating our young? Nursing, 16(3), 51−53.

[23] Mitra, A., Jenkins, G. D., Gupta, N. (1992). A meta-analysis review of the relationship between absence and turnover. Journal of Applied Psychology, 1 (3), 879-889.

[24] Mobley, W. H. (2000). Intermediate linkages in the relationship between job satisfaction and turnover. Journal of Applied Psychology, 62, 237-240

[25] Muhammad, Z. Arifa, A. & Muhammad, A. F. (2017). The Impact of Workplace Incivility on Employee Absenteeism and Organization Commitment. International Journal of Academic Research in Business and Social Sciences. 7,(5)205-222.

[26] Nwakoby, J. U. (2001). Parental attitude towards disciplinary measures among students of federal government secondary schools in Delta State: Implication for counselling. An Unpublished M.Ed Thesis. University of Nigeria, Nsukka.

[27] Ogwuda, A. (2006). Primary School Pupils Caught Writing Examines For Parents. Vanguard, Jan. e30, 2006, 8.7

[28] Peters, A. B. (2014). Faculty to faculty incivility: Experiences of novice nurse faculty in academia. Journal of Professional Nursing, 30, 213−227

[29] Ralston, D. A. (2004). The benefits of flextime: real or imagined? Journal of Organisational Behaviour, 10 (4), 369 – 373.

[30] Reicher, S., Haslam, S. A., & Hopkins, K. (2005). Social identity and the dynamics of leadership: Leaders and followers as collaborative agents in the transformation of social reality. Leadership Quarterly, 16(4), 547-568.

[31] Richard, D. R. & Slane, S. (2000). Punctuality as a personality characteristic: issues of measurement. Journal of Psychology, 124 (4).

[32] Sagie, A. (2002). Employee absenteeism, organizational commitment and job satisfaction: Another look. Journal of Vocational Behaviour, Vol. 52, 156– 171.

[33] Sekyere, E. A. (2009). Teachers' guide to promotion interviews. Kumasi: Afosek Educational onsultancy Centre.

[34] Shafritz, J. M. (2003). Dictionary of personnel management and labour relations, Oak Park, IL: Moore.

[35] Suzanne, M. C. & John W. H. (2017). Rudeness and Incivility in the Workplace. http://www.rudebusters.com/angr-nws.htm.

[36] Timothy, A. O. (2008). Principles of Educational Management. Abuja: National Open University of Nigeria.

[37] Turner, J. E., & Fletcher, T. D. (2006). Linking proactive personality and the big five to motivation to learn and development activity, Journal of Applied Psychology, 91(4), 927-935.

[38] Wells, M. P., & Wells, A. A. (2010). Opinion: Are there leaders among us? AORN Journal, 92(5), 579-584.

[39] Wolters, K. (2015). Survey says unscheduled absence costs employers 8.7 percent of payroll. Retrieved from: http://www.employmentlawdaily.com/index.php/news/survey-says-unscheduled-absence-costs-employers-8-7-percent-of-payroll/

[40] Yaroson, M. C. (2004). Strategies for Curbing Indiscipline in Nigerian Secondary Schools. http://www.Accs.org.uk (Retrieved June 15, 2012).

[41] Yukl, G. (2009). Leadership in Organizations. New Delhi: Dorling Kindersley.

[42] Zopiatis, A. & Constanti, P. (2012). Extraversion, openness and conscientiousness: The route to transformational leadership in the hotel industry. Leadership & Organization Development Journal, 33, 86-104.