

Study of Corruption and Public Governance in Oyo State Civil Service

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Certification

This is to certify that this thesis titled ‘Study of Corruption and Public Governance in Oyo State Civil Service’ was carried out by Hannah Temitope OJOAWO with Matriculation Number LCU/PG/002657, a student in the Department of Politics and International Relations under my supervision in the Faculty of Management and Social Science, Lead City University, Ibadan, Nigeria and has not been previously submitted.

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Dedication

This thesis is dedicated to Almighty God, the Beginning and the End

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Acknowledgement

My sincere gratitude goes to the management and staff of Lead City University, Ibadan for providing the needed support and a conducive learning environment during the course of my study and in conducting this research. My appreciation also goes to my employer, Oyo State Local Government Service Commission for releasing me to undergo this study. I also express my appreciation to the Oyo State Anti -Agency for their contribution to the completion to this study.

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Even though the above-mentioned institutions and persons have assisted in the process of this research work, I stand responsible for the errors, if any is found in the work.

Abstract

This study investigates corruption and public governance in Oyo State Civil Service. Through a comprehensive examination of corruption root causes, consequences, and potential mitigation strategies, the research sheds light on the challenges facing this critical sector and offers valuable insights for policymakers and stakeholders. The study employs a mixed-method approach, combining survey data from civil servants and the populace with multiple regression analysis to establish the statistical significance of the relationship between corruption and governance. The findings reveal a strong link between bureaucratic corruption and public governance, emphasizing the multifaceted impact of corruption on governance quality. Corruption is identified as a significant barrier to efficient public administration, leading to compromised service delivery, weakened trust, and erosion of fairness. The study underscores the importance of anti-corruption measures, merit-based recruitment and promotion, administrative reforms, and citizen engagement in combating corruption and fostering good governance. These insights provide actionable recommendations for enhancing transparency, integrity, and effectiveness within the Oyo State Civil Service and serve as a valuable resource for reform efforts in the region and beyond.

Keywords: Corruption, Public Governance, Bureaucracy, Oyo State, Civil Service

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Chapter One Introduction

1.1 Background to the Study

Corruption has long been a pervasive and deeply rooted issue in Nigeria, with efforts to combat it yielding limited success. It is characterized by the immoral and dishonest exploitation of power for personal gain, constituting a betrayal of public trust. Corruption is not just a moral failing; it is also a significant obstacle to development in the country. Despite abundant petroleum resources, ordinary Nigerians continue to endure abject poverty due to the greed of some leaders. The corrupt leaders often thrive when honest candidates cannot challenge them in elections. Corruption has become so commonplace in Nigeria that its true meaning often gets overlooked, despite definitions from institutions like the United Nations Global Programme against Corruption (GPAC) and Transparency International, which describe it as the abuse of entrusted power for private gain¹.

In Nigeria, corruption permeates every aspect of society, and its prevalence threatens the nation's progress. Various forms of corruption, including embezzlement, conflict of interest, bribery, fraud, nepotism, and manipulation of procurement processes, have become alarmingly common. Corruption is seen as a way of life, and the principle that "the end justifies the means" has taken root. Examples from both local and international contexts, such as Cadbury Plc and the Vaswani Brothers in Nigeria and Enron, Anderson, and Anderson globally, illustrate the multifaceted nature of corruption, which even extends to attempts to influence judicial decisions. To address this issue, Nigeria must confront corruption head-on and prioritize ethical governance and transparency, as it remains a significant barrier to the nation's progress and development.

Nigeria, according to the 2009 Corruption Perceptions Index (CPI) by Transparency International, ranked 130th out of 180 countries, highlighting the severity of the corruption issue in the nation². The consequences of corruption in Nigeria have been far-reaching, impacting both the internal and international spheres. Domestically, it has led to underdevelopment, inadequate infrastructure, mismanagement of natural resources, power and water supply shortages, mediocrity in leadership roles, subpar educational standards, rising unemployment rates, and a widening wealth gap. Furthermore, Nigeria's international reputation has suffered, with foreign entities exercising caution in engaging in business transactions with Nigerians, thus weakening the economic sector and perpetuating poverty despite the nation's abundant natural resources.

Despite several years since gaining independence, Nigeria still grapples with the fundamental problem of good governance. The country's leadership has been plagued by a lack of vision, political infighting, and rampant corruption, posing a significant threat to its survival. Corruption has infiltrated every segment of Nigerian society, a fact underscored by numerous probe panels set up by different regimes. This pervasive corruption lies at the heart of various crises, including issues of governance and legitimacy, the establishment of a sustainable democratic order, the rule of law, national development, and the well-being of citizens. Corruption remains the primary explanation for seemingly insurmountable problems such as poverty, disease, hunger, and overall underdevelopment in Nigeria, obstructing the effective utilization of its vast resources.

Moreover, Nigeria's history of brutal and corrupt military rule left a legacy of political corruption in the hands of powerful political elites. These elites prioritize personal enrichment over national development, exploiting centralized political and economic structures to amass

wealth while a significant portion of the population languishes in poverty. This culture of disregard for the rule of law, the absence of an independent judiciary and legislature, and the concentration of power in the hands of a few have resulted in socio-economic stagnation and alienation of the populace from the political system. Successive Nigerian governments are widely believed to have failed in serving the interests of their people, as politics is dominated by elites who utilize public offices to expand their networks and fortunes, often resorting to personal militias to protect their positions³. The consequences of this corruption are evident in a lack of development, decaying infrastructure, leadership mediocrity, fuel shortages in an oil-rich nation, declining education and work standards, high unemployment, and growing income inequality, both nationally and internationally. Bureaucratic corruption has also led to the mismanagement of public resources, hampering economic progress and leaving Nigeria grappling with mass poverty despite its vast natural wealth⁴.

Corruption remains a pervasive issue in Nigeria, hindering its socio-economic and political development over the past six decades. Despite numerous administrative reforms aimed at promoting good governance, corruption persists as a significant barrier to progress. Even with the establishment of Anti-Corruption Agencies (ACAs) and various measures such as the monetization policy, public procurement standards (Due Process), and the sanitization of the financial services sector, corruption continues to permeate all aspects of Nigerian society. It has become so deeply entrenched that it is often considered a normal part of daily life, with one organization, the CLEEN Foundation, going so far as to declare that anyone who denies the alarming extent of corruption in Nigeria is either a fool, a crook, or simply not living in the country.

Transparency International's Corruption Perception Index underscored Nigeria's corruption problem, ranking it among the most corrupt nations in the world during the late 1990s. The consequences of this widespread corruption have been detrimental to the nation's socio-economic and political development. The electoral process in Nigeria has been particularly affected, with electoral fraud and manipulation leading to the imposition of leaders who may not prioritize good governance. This issue has eroded the legitimacy of Nigeria's leaders and undermined the principles of democracy.

In addressing these challenges, the promotion of innovation and technology in governance holds significant promise. These tools can enhance transparency, engage citizens in policy development, and facilitate data-driven decision-making. Additionally, the shift towards people-centered governance, greater use of ICT technologies, and a focus on high-quality human resources in the public sector represent key steps toward transforming public governance and administration. To ensure progress in Nigeria's quest for good governance, it is imperative to combat electoral corruption, uphold the principles of democracy, and prioritize transparency and accountability in the country's political processes.

1.2 Statement of the Problem

The most pressing issue currently afflicting Nigeria is corruption, which severely hampers effective public governance. Corruption has not only eroded the ethical fabric of Nigeria but has also wreaked havoc on its political landscape. In contemporary Nigeria, corruption has reached an alarming and devastating level, permeating virtually every sector of the economy. Consequently, it is evident that corruption stands as a significant impediment to socio-economic and political development in Nigeria. This raises several critical research questions:

Is corruption the primary cause of Nigeria's public governance failures? Can we attribute the persistence of corruption and its impact on public governance in Nigeria to external factors? Lastly, can deregulation serve as a solution to mitigate the menace of corruption and foster development in Nigeria?

Corruption has cast its shadow over numerous sectors of the economy, making Nigeria a typical example of an African country whose progress has been hindered and stunted by the scourge of corrupt practices. In light of the pervasive and destructive influence of corruption on Nigeria's socio-economic and political landscape, it is imperative to investigate whether corruption is indeed the primary driver behind the nation's public governance failures. Furthermore, the role of external factors in perpetuating corruption and its impact on public governance warrants a thorough examination. Ultimately, identifying the potential effectiveness of deregulation as a solution to combat corruption and promote development in Nigeria is a crucial research endeavor.

1.3 Aim and Objectives of the Study

The research aim of this study is to investigate corruption and public governance in the context of the Oyo State Civil Service. To achieve this research aim, specific objectives have been outlined as follows:

- i. to analyze the root causes of corruption within the Oyo State Civil Service.
- ii. to assess the importance of governance as perceived by the populace.
- iii. to examine the effect of corruption on governance within the Oyo State Civil Service.
- iv. to ascertain whether a reduction in corruption can lead to enhanced governance within the Oyo State Civil Service.

1.4 Research Questions

Based on the stated research problem, the following research questions have been formulated to provide guidance for this study:

1. What factors contribute to corruption within the Oyo State Civil Service?
2. How does the populace perceive the importance of governance?
3. What are the consequences of corruption on governance within the Oyo State Civil Service?
4. To what degree has corruption undermined effective governance within the Oyo State Civil Service?

1.5 Hypotheses

H₀1: There will be no significant influence of bureaucratic corruption on public governance within Oyo State Civil Service.

H₀2: There will be significance influence of bureaucratic corruption on public governance within Oyo State Civil Service.

1.6 Significance of the Study

The findings of this study will be valuable to various stakeholders, including government officials, anti-corruption agencies, civil society organizations, and members of society. The research will make a significant contribution to the field of public administration in Nigeria. Government officials stand to gain insights into the various forms of corruption occurring in

government offices, helping to raise awareness and promote transparency. Additionally, the study's recommendations are expected to serve as a policy guide, facilitating efforts to achieve good governance, not only in Oyo State but also in Nigeria as a whole.

Anti-corruption agencies will benefit from the study's identification of prevalent corrupt practices, enabling them to tailor their strategies to effectively combat these issues. The study's recommendations will provide valuable tools for tackling corruption decisively. Civil society organizations, too, will find the study beneficial, as they often seek empirical and verified data for their advocacy and campaigns against corruption. The study will provide them with reliable and accurate data that can be used to expose and address corrupt practices wherever they are found in Nigerian society. Furthermore, members of society will be empowered by the study's recommendations, enabling them to engage with elected officials and demand accountability and good governance from those they have elected to safeguard their interests.

Ultimately, this study will expand the existing body of work on corruption in government and its societal impact within the African context. The research report, upon completion, is expected to serve as a valuable source of reference for future researchers and scholars, providing a foundational resource for further studies in this crucial area.

1.7 Scope of the Study

The primary focus of this study is to investigate the impact of corruption on good governance within Oyo State, Nigeria, with the overarching goal of identifying effective solutions to the challenge of corruption and fostering good governance in the region. The dependent variable in this research is good governance, which is conceptually defined by elements such as people-centered governance, the increased utilization of ICT technologies in the public sector, and the

development of high-quality human resources within the public sector to address the growing complexity of development imperatives. On the other hand, the independent variable is corruption, which encompasses various forms, including financial corruption, bureaucratic corruption, judicial corruption, and political corruption. The study aims to scrutinize both variables to discern how corruption, as the independent variable, can either facilitate or impede the attainment of good governance. The study's scope will encompass the period following the return to democratic governance in Nigeria, spanning from 1999 to 2021. The specific geographical area under examination is Oyo State.

1.8 Limitation of the Study

The major constraint encountered while collecting data was that respondents were not cooperative in providing answers to the questionnaires. The senior staff at the Oyo State Anti-Corruption Agency turned down the interview completely.

1.9 Operational Definition of Terms

Corruption: Corruption stands as a deeply entrenched and multifaceted issue plaguing Nigeria, with far-reaching and indistinct consequences. At its core, corruption can be understood as the unlawful diversion of public resources for personal gain, primarily involving fraudulent activities aimed at channeling funds intended for the public good into one's private interests. In essence, corruption represents an antisocial behavior that violates both legal and moral norms, ultimately undermining the government's capacity to enhance the well-being of its citizens. In its simplest terms, corruption can be defined as the misuse of entrusted authority to secure personal profits.

Public Service: Public service is a body or department in the executive arm of government charged with responsibility of assisting in the planning and implementation of government policies. It comprises of ministries, agencies, parastatals, corporation and so on. The institution was established to deliver essential services to the people, it is non-profit oriented. The publics must be served. Therefore, the citizens expect public servant to serve public interest with fairness and to manage public resources properly on a daily basis.

Service Delivery: Service, in this context, means tangible and intangible goods and services rendered by the government in order to improve the well-being of her citizens. The researcher would like to conceptualize the relationship between service delivery and policy makers, service providers and poor people. According to them, it cut across services and their supporting systems that are typically regarded as a state responsibility. These include social services like basic health services and primary education, infrastructure and services that promote personal security.

Endnotes

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Chapter Two

Literature Review

2.1 Conceptual Framework

2.1.1 The Concept of Corruption

Corruption is a decay in the decision-making process in which a decision-maker consents to deviate or demands deviation from the criterion which should rule his or her decision-making, in exchange for a reward or for the promise or expectation of a reward, while these motives influencing his or her decision-making cannot be part of the justification of the decision. Major corruption comes close whenever major events involving large sums of money, multiple 'players', or huge quantities of products (think of food and pharmaceuticals) often in disaster situations, are at stake. Preferably, corruption flourishes in situations involving high technology (no one understands the real quality and value of products), or in situations that are chaotic. Think of civil war: who is responsible and who is the rebel? Natural disasters like earthquakes, floods, droughts. The global community reacts quickly but local government might be disorganised and disoriented. Who maintains law and order? Or maybe the purchase of a technologically far advanced aircraft, while only a few can understand the technologies implied in development and production of such a plane. Mostly, the sums of money involved are huge; a relatively small amount of corrupt payment is difficult to attract attention. Or the number of actions is very large, for instance in betting stations for results of Olympic Games or international soccer-tournaments which can easily be manipulated. Geo-politics might play a role like e.g. the East-West conflict did in the second half of the 20th century, in which the major country-alliances sought support from non-aligned countries. Corruption is a form of

dishonesty or criminal activity undertaken by a person or organization entrusted with a position of authority, often to acquire illicit benefit, or, abuse of entrusted power for one's private gain. Corruption may include many activities including bribery and embezzlement, though it may also involve practices that are legal in many countries. Political corruption occurs when an office-holder or other governmental employee acts in an official capacity for personal gain. Corruption is most commonplace in kleptocracy, oligarchies, narco-states and mafia states.

Corruption has existed for a while in Nigeria. So many scholars have attempted the definition of corruption. We shall briefly make reference to some definition cited earlier before this research work. According to Akindele¹, the concept of corruption has been elusive in many dimensions, due to the lack of uniform definition. What is regarded as corruption depends on the existing National Laws and regulations guiding certain actions. Some countries define corruption in the broadest form, while others focus on the narrow definition of the term. However, from an etymological dimension, the word corruption comes from the Greek word “corruptus” meaning an aberration or a misnomer². In the same vein, scholars view corruption as a deviation from the formal duties because of private gains. This includes such behaviour as bribery (use of reward to pervert the judgment of a person in position of trust); nepotism (appointment because of relationship rather than merit); and misappropriation (illegal appropriation of public resources for private regarding use). This definition will be very difficult to operate, where corruption is widespread and regarded as the norm by majority of the people. Similarly, another scholar views corruption as the perversion of integrity, which could be presented in acts such as bribery, inordinate favours or moral depravity³. It occurs when two or more parties interact to upturn the structure and processes of a society. It is concerned with the behaviour of functionaries which promote dishonest situations. The World Bank defined

corruption as an abuse of public office for private gain, where an official accepts, solicits, or extorts a bribe⁴. Corruption is also an abuse whereby private agents actively offer bribes to overturn public rules and processes for individual/personal advantage and profit. Corruption can also be depicted in acts such as patronage and nepotism, theft of state assets or diversion of state resources. The Vision 2010 Committee views Corruption as inordinate activities geared towards the changing of the normal course of judgments and position of trust⁵. The Corrupt Practices and Other Related Offences Act 2000 also define corruption as including acts of bribery, fraud and other related offences⁶. Another scholar stated that corruption varies from one nation to another⁷. It can thus be defined as “a perversion or change from the general accepted rules or laws for selfish gain”. The United Nations on its part defines corruption as the abuse of power for private gain, while Transparency International chose a clear and focused definition of the term as the abuse of entrusted power for private gain⁸. This is a very wide-ranging definition, which delineates some of the acts of corruption. Furthermore, a scholar defines corruption as the perversion of integrity or state of affairs through bribery, favour, or moral depravity⁹. This definition is broader because it involves the moral aspects of official conducts. The Transparency International views corruption as the negative behaviour of public officials, either politicians or civil servants, whereby they enrich themselves or their cronies unlawfully, through the misuse of public power which has been entrusted to them. The definition Transparency International is quite descriptive, though it focuses only on the public sector. However, there is corruption in the private sector too, which has negative consequences for the whole society. Another scholar gave a very broad picture of the concept, stating that certain behaviors could be used to highlight corruption¹⁰. These acts were given as embezzlement, conflict of Interests, bribery, fraud, rigging of elections, misappropriation, and

conversion of public funds for personal gains, extortion, and manipulation of procurement processes, diversion, and misappropriation of funds through manipulation or falsification of financial records.

Action Aids, on its part views corruption as dishonest acts which should be avoided by the good people of any nation¹¹. It suggests that the society should disapproval of anyone who engages in corrupt practices instead of what obtains in Nigeria, whereby corrupt politicians and public officials are indirectly applauded and sometimes celebrated with traditional titles and National Honors. Such abuse should be met with sanctions in a developing nation like Nigeria, who should be in a hurry to develop and catch up with the rest of the developed world. Some researchers have taken a holistic approach on the discussion of corruption by dividing it into several forms; some scholars definitions include politicians and public decision-makers, who are entitled to formulate, establish, and implement laws on behalf of the people, are corrupt. It also takes place when policy formulation and legislation are tailored to benefit politicians and legislators- as in the case of the controversial huge legislators' wages, and the outrageous pension laws passed by states to favour the Governors and their spouses in Nigeria. The citizens encounter corruption daily in service delivery points such as the hospitals, schools, local licensing offices, police stations, the various government ministries etc. Corruption occurs when public sector procedures become illegal/ inappropriate¹².

Corruption includes the rigging of elections and other frauds in the electoral process. It includes the promise of an office, special favours, coercion, intimidation, and interference with the freedom of election, buying of votes, disenfranchisement, snatching of ballot boxes, victimizing and maiming, mutilation of election results in favour of losers and votes turn up in area where votes were not cast.

According to a researcher, the following are some forms of corruption:

- I. **Bribery:** Which includes kickbacks and pay offs
- II. **Fraud:** Which could be reflected as trickery, swindling and deceit, counterfeiting, racketing, smuggling and forgery?
- III. **Embezzlement:** This is seen as the theft of public resources by public officials. It is when an official of the state steals from the public institution, where he is gainfully employed. In Nigeria, the embezzlement of public fund is one of the most common ways of wealth accumulation, perhaps, due to lack of strict regulatory systems.
- IV. **Extortion:** This is reflected as the use of coercion, violence, or threats to acquire resources. Many in the police force are culpable of this in Nigeria.
- V. **Favouritism:** This is a mechanism of power abuse- implying a highly biased distribution of state resources.
- VI. **Nepotism:** This is a special kind of favoritism, in which a public office holder prefers his/her kinfolk and family members. Nepotism occurs when there is an unlawful exemption from the application of certain laws or regulations or undue preference given in the allocation of scarce resources. These types of corrupt practices are very common and widespread, to the extent that it is now seen as an acceptable norms and culture in the Nigeria state¹³.

2.1.1.1 Corruption in Nigeria: A Historical Perspective

Corruption is a constant in the society and occurs in all civilizations; however, it has only been in the past 20 years that this phenomenon has begun being seriously explored. It has many different shapes as well as many various effects, both on the economy and the society at large.

Among the most common causes of corruption are the political and economic environment, professional ethics and morality and, of course, habits, customs, tradition and demography. Its effects on the economy (and also on the wider society) are well researched, yet still not completely. Corruption thus inhibits economic growth and affects business operations, employment and investments. It also reduces tax revenue and the effectiveness of various financial assistance programs. The wider society is influenced by a high degree of corruption in terms of lowering of trust in the law and the rule of law, education and consequently the quality of life (access to infrastructure, health care). There are no unambiguous answers as to how to deal with corruption. Something that works in one country or in one region will not necessarily be successful in another. This chapter tries to answer at least a few questions about corruption and the causes for it, its consequences and how to deal with it successfully.

The word “corruption” is derived from the Latin word “corruptus,” which means “corrupted” and, in legal terms, the abuse of a trusted position in one of the branches of power (executive, legislative and judicial) or in political or other organizations with the intention of obtaining material benefit which is not legally justified for itself or for others. Corruption was referred to as a great sin already in the Bible: “Do not accept a bribe, for a bribe blind those who see and twist the words of the innocent.” However, the history of corruption is in fact related to the beginning of the creation of law and the state and was already in the antiquity considered an evil, which negatively affects the public administration and the functioning of the political system. The earliest records of corruption date back to the thirteenth century BC, to the time of the Assyrian civilization. From the found plates, written in cuneiform, the archeologists managed to discern how and who accepted bribes. Under the Roman law, the criminal offense

of corruption was defined as giving, receiving or claiming benefits in order to influence an official in connection with his work.

Due to the prevalence of corruption in the country, this law was supplemented by a new law, which predicted compensation for damage in double value of the damage, and the loss of political rights for the perpetrator of the corruptive act. However, this did not help alleviate corruption, especially due to the fact that corruption was most practiced by the members of the Senate and senior state officials, both in Rome itself and in the remote Roman provinces. The early Christian faith condemned corruption, yet corruption later also developed greatly in ecclesiastical structures, and achieved its peak with the selling of indulgences in the Middle Ages, all until the condemnation of the latter (as well as of other immoral acts of the clergy, with the Pope at the head) by Martin Luther. Apart from the condemnation of corruption, the Reformation also led to a break with until then dominant Catholic culture and the emergence of Protestant ethics.

As a child (he was a hostage at the Ravenna court), Attila noticed a high level of corruption among the state officials of the Western Roman Empire and how they appropriated the state money (as a consequence, there was less money in the Treasury and therefore the taxes increased). He thus decided that if he would ever to rule, he would do so fairly and by oppressing the corrupt in his own country⁴⁰. The early feudalism was familiar with various laws that punished the bribing of courts also with death. Later, when the developed feudalism again turned to the Roman law, a number of laws (Dušan's Code, Mirror of the Swabians) discussed the abuse of position. Then, in late Feudalism, countries became virtually helpless in the fight against corruption, as illustrated by the case of France, which in 1716 established a special

court in which should rule in cases of abuse of royal finances; however, these abuses (embezzlement, extortion, bribery, scams, etc.) were so extensive that the court was abolished and a general amnesty introduced in 1717 made some forms of corruption quite a tradition. The corruption was also widespread during the time of the Spanish Inquisition, where the victim of the accusation could make amends with money, which made the corruption, especially among the inquisitors, extensive.

Throughout the history, many intellectuals dealt with corruption or theorized about it one way or another. Machiavelli had a low opinion on republics, considering them even more corrupt than other regimes, and according to him, corruption leads to moral degradation, bad education and bad faith⁴¹. On the other hand, however, the great philosopher, diplomat and lawyer Sir Francis Bacon was known both for receiving bribes and taking them. When he reached the highest judicial position in England, he was caught in as many as 28 cases of accepting a bribe and defended himself before the parliament by saying that he usually accepted a bribe from both parties involved and that the dirty money therefore did not affect his decisions. The parliament did not accept these arguments and sent him to the jail where he spent only a few days as he was able to bribe the judge⁴².

Thus, although the corruption has been occurring in society ever since, it has only been given more attention in the recent period—the researches on the phenomenon and its negative impacts have become more common after 1995, when countries and international institutions began to be aware of this problem. The attitude of the public toward corruption was, until then, neutral. A team of researchers found out that bribery is widespread, especially in the developing and transition countries; there are, however, significant differences between and

within regions. The large-scale bribery has also been found to increase transaction costs and creates insecurity in the economy.

Bribery usually leads to ineffective economic results, in the long term impedes foreign and domestic investments, reallocates talents due to income and distorts sectorial priorities and technology choices (for example, it creates incentives for contracting major defense projects or unnecessary infrastructure projects, but does not encourage investments in rural specialist health clinics or in preventive health care)⁴³. This pushes companies into the “underground” (outside the formal sector), weakens the state’s ability to increase revenue and leads to ever-increasing tax rates (as too little tax is taken), which is levied on less and less taxpayers, consequently diminishing the state’s ability to provide enough public goods, including the rule of law. Bribery is unfair, as it imposes a regressive tax, which heavily burdens in particular commercial and service activities performed by small businesses. In addition, corruption destroys the legitimacy of the state.

Many other researchers and institutions (the World Bank Institute—WBI, the European Commission, the United Nations, the EBRD) have investigated corruption and its impact on macroeconomic and microeconomic indicators through various forms of corruption, as well as its connection with local customs and habits, and how it affects the everyday lives of people. Most studies are therefore mainly on the analyses of the effects of corruption on various economic indicators, such as GDP growth, investments, employment, tax revenues and foreign investments, or the study of various forms of corruption in relation to politics and the economic environment, the research of its social condition and various manifestations. Another scholar agrees with the negative effects, i.e. high economic, political and social costs, and adds that

corruption is not a weakness of people but of institutions (supervisory and other), as they should be the ones to obstruct the greed and temptation of individuals within them

Contrary to the prevailing practice among most social scientists and other students of society (like lawyers, historians and philosophers) who claim or make pretense at objective, values-free analysis and explanation of any social phenomenon. The Researcher acknowledges that all efforts to explain social reality or any aspect of it are necessarily informed by some presuppositions, explicitly or implicitly made by the scholars concerned. Consequently, a historical perspective of corruption in Nigeria begins with seeing corruption as a form of anti-social behaviour by an individual or social group which confers unjust or fraudulent benefits in its perpetrators, is inconsistent with the established legal norms and prevailing moral ethos of the land and is likely to subvert or diminish the capacity of the legitimate authorities to provide fully for the material and spiritual well being of all members of society in a just and equitable manner.

It is important to note that corruption was not invented by, nor is it peculiar to Nigerians. On the contrary, it is a global phenomenon with deep historical roots, although it manifests itself with significant similarities and differences in different societies, depending on the particular system of power c distribution and the legal and moral norms operating therein. Corruption, like all social phenomenon, is intelligible only in its total social context: its peculiar form, dynamics and degree of social and cultural acceptability or tolerance being critically related to the dominant mode of poverty distribution power configuration; and the underpinning moral and ethical values of operation in a given society. Corruption in Nigeria is a kind of social virus which is a hybrid of traits and those derived from and nurtured in the indigenous society.

2.1.1.2 Causes of Corruption

At a workshop tagged: “Democracy, Good governance and Corruption in Nigeria. It was stated that corruption can be blamed on poverty, greed and an insatiable appetite of people to accumulate wealth. This was the same report given by scholar where it was also stated that greed indeed is a major helping hand for the menace called corruption⁴⁴. It was further described greed as an inappropriate attitude toward things of values built on the mistaken judgment that my well being is tied to the sum of possession- Greed, which can take the form of acquisitiveness being inordinately concerned with amassing goods. It is evident in the lives of many African leaders as they assume office to involve themselves in one form of corruption or the other. Services to their country or community fades into the background while self serving becomes the ultimate pursuit to which they themselves indefatigably. In the same vein, a study stated the causes of corruption, categorized wealth producing resources into two broad areas namely tangible and intangible⁴⁵. The former consists of man, money, materials, and machinery, while the latter are made up of time and information. Man is referred to as both custodian of other resources, and also the only active agent of production. Conversely, man to him is regrettably, the only active agent of thievery of other organizational resources in his custody. Reviewing the causes of employee theft, he came up with the followings:

a. Motivation: certain habits which predispose individuals to steal include high personal debts, excessive gambling, peer group pressures, excessive use of alcohol or drugs and living far beyond ones’ means⁴⁶.

b. Equity: employees who are exploited by way of poor wage remuneration are likely to steal. It can be argued however that corruption cuts across remuneration barriers since among those who started being corrupt early in life, are some who still find it convenient to subsidize their living through fraudulent practices, when they attain higher socio-economic positions in life. It is also sad to note that some of the most corrupt individuals in Nigeria are actually the very top public officers who are indeed very well remunerated.

c. Management Attitude: if management encourages godfatherism in the work place, or does not respond to crimes promptly and decisively, corruption will thrive in the organization.

d. Societal Value System: Nigerian accord a lot of respect to material wealth regardless of how it has been acquired. Little attention is paid to morals, and it is often said that if you cannot beat them, join them". Little attention is paid to morals since it is generally believed that the end justifies the means. Getting a job is not the question of merit but of connections. The few among the citizenry who get themselves enriched through fowls means, are also always under pressure from their friends, and relations to share out the loot thereby perpetuating the vicious circles.

Although corruption differs from country to country, it is possible to identify some of the key common driving forces that generate it. What is common to all countries, which are among the most corrupt, has been identified by a scholar; all of them are developing countries or countries in transition,

- With rare exceptions, low-income countries,
- Most countries have a closed economy,

- The influence of religion is visible (Protestant countries have far the lowest level of corruption),
- Low media freedom and
- A relatively low level of education.

Regardless of the above, corruption cannot be assessed unambiguously, since there is never only one phenomenon that is responsible for the occurrence and the development of it; corruption always arises from an array of several, interrelated factors, which can differ considerably from one another. Among the most commonly mentioned factors that influence the development of corruption are: political and economic environment, professional ethics and legislation, as well as purely ethnological factors, such as customs, habits and traditions.

2.1.1.3 Types of Corruption

There are different types of corruption, these types of corruption will be briefly highlighted and discussed:

- Corruption in judiciary
- Business corruption
- Political corruption
- Corruption in government
- Corruption in law enforcement
- Corruption in education
- Corruption in Health care system
- Administrative Corruption⁶³

i. Corruption in Judiciary: Judiciary is one of the potent systems to protect the constitution of a nation and safe guard the citizens. But due to unlimited powers, the judges in the courts are susceptible to corruption. They tend to destroy the justice and judiciary support to a person or society as a whole. The common types of corruption in judiciary are

- a. Delayed justice
- b. Selective justice
- c. Voluntary harassment
- d. Scope for misuse and misbehavior.

a. Delayed Justice: There is a saying “justice delayed is justice denied.” This principle is applied here by the judiciary in few countries. The victim is allowed to suffer due to the delay in justice. This occurs in both criminal and civil cases. The cases which have to be closed fast are dragged for prolonged periods. This leads to suffering by the persons involved in the cases. There are even cases where the common waiting for the justice undergoes severe mental stress and die of it. This delay in many ways could be due to deliberate shelving of cases by the judges. If a case has reached the closing stage, they postpone the judgment to deliver after court holidays. For the judge, it could be a vacation. But, for those involved it would be nightmares they have spent time in anxiety with outcome of the verdict.

b. Selective Justice: This is even funny way of misuse of justice system. When there are many cases pending, they take up cases instantly to give bail or other reliefs to the rich and famous people. But there will be many common people waiting for their case to be heard.

c. Voluntary Harassment: This occurs when the people in the system have a political or religious inclination. They try to give orders out of their personal discomfort, past hatred or based on their own opinions to satisfy their egos.

You may notice that some judgment would be targeted against a political party or against a religious community.

d. **Scope for Misuse and Misbehaviour:** In some cases, judiciary try to relive a person from punishments by taking bribes. This is not a secret and the use of right channel helps one to achieve that unless there is no public glare.

ii. **Corruption in Business:** This is a widespread and also long standing problem. Business people opt for corrupt practices to generate more income. They can do so by forcing the government to enact some laws in their favor. Other way is to avoid quality control so as to produce to sub-standard goods and save money. For examples in the United States as per the Affordable Care Act, everyone needs to have a health insurance. If not, they had to pay a penalty. So, this way a law is enforced to support insurance companies. In other way, to produce sub-standard products, the lack of stringent quality control enables to business men to sell low quality goods. But the same company will produce high standard product for other countries with stringent quality control laws.

iii. **Political Corruption:** This is a worst case of moral corruption. Here political parties do it in few ways like

- Appease people of freebies or subsidies
- Appease minorities
- Buy votes and mandate.

Any type of political corruption is a loss to the nation. But interestingly, not all the masses will be able to read this intention of politicians and fall in their trap and give them votes.

- iv. Corruption in Government:** Those in power will resort to corruption. They do it by making scams, awarding contracts to their friends etc. They continue this till the end of the term in office. The media can easily track and let the public know it. But since few media bodies are also corrupted, they tend to be blind to such issues and protect the governments.
- v. Corruption in Law Enforcement:** This relates to the corruption in police departments. This form of corruption is present in almost all the countries. The police authorities accept bribes and help destroy the evidence.
- vi. Corruption in Health Care System:** This involves improper healthcare or favor to one company or related corruption. This form of corruption is less prevalent in developed countries.
- vii. Administrative corruption:** This form of corruption is similar to the government corruption but is spread till the lower levels among the public servants. The officers or servants involve in bribery to perform their duties towards to common public.

2.1.1.4 Forms of Corruption in Nigeria

Existing surveys and assessments provide an overall picture of the extent of corruption in the country. In particular, they illustrate how citizens and companies perceive corruption in the country. As these are mainly perception-based assessments and may be influenced by media reports, and the quality of public services provided, among other things, they do not offer a real picture of the problem, nor are they helpful to understand the main areas affected by corruption and the different forms it takes. Nevertheless, they are useful tools for understanding the overall corruption problem in a country. Nigeria is included in the main international corruption assessments, including the World Bank's Worldwide Governance Indicators, Transparency International's Corruption Perception Index and the Global Corruption Barometer, as well as

the World Bank business surveys. For instance, the Worldwide Governance Indicator regarding control of corruption, which ranges from 0 (lowest control of corruption) to 100 (highest control of corruption), shows that the level of corruption in Nigeria have remained alarmingly high during the past years.

The country scored just 11% on control of corruption in 2012, and little significant variation can be seen since the first assessment in 1996, when Nigeria's current score on control of corruption puts the country way below the sub-Saharan African average of 30⁴⁶. Similarly, Nigeria scores poorly on Transparency International's Corruption Perception Index. In the 2014 assessment the country gained two points compared to 2013, receiving a score of 27 on a scale from 0 (most corrupt) to 100 (least corrupt). With this score, Nigeria ranks among the 38 most corrupt countries in the world (it is ranked 136 out of 175 countries assessed). This score is comparable to those of Cameroon, Lebanon and Russia, and this means the country comes in at 31 out of the 47 countries assessed in sub-Saharan Africa.

When asked whether corruption had increased, stayed the same or decreased between 2011 and 2013, 72% of respondents answered that it had increased and only 8% said it had declined. Citizens' experiences with corruption in the country are also alarming. More than 80% of those who came into contact with the police reported paying bribes, and the figures are also significant regarding education services, utilities, and registry and permit services, among others. A report provides useful descriptions of the types of corruption in Nigeria, which can be used to work out what the main forms of corruption are and how they affect the different levels of society⁴⁷. The report states that corruption in Nigeria serves two main purposes:

- (I) To extract rents from the state, which includes rent-seeking behaviour in the form of embezzlement, abuse of power, bribery, nepotism and cronyism, among others; and
- (II) To preserve power, that is, to ensure that an individual maintains his/her position of power or gains access to such a position through activities such as electoral corruption, judicial corruption or the distribution of public jobs. Based on this distinction, this section provides an overview of the existing evidence on the main types of corruption in Nigeria, the extent of corruption and the actors involved.

2.1.1.5 Nature and Characteristics of Corruption

Corruption occurs in many forms and some studies, which have taken a holistic (broader) approach in the discussion of corruption, have divided into many forms and sub-divisions. All these forms and sub-divisions can be grouped into the nature of corruption. These are;

- (1) Political corruption (grand)
- (2) Bureaucratic Corruption
- (3) Electoral Corruption.

1. **Political Corruption:** Political corruption takes place at the highest level of political authority. It occurs when the politicians and political decision makers, who are entitled to formulate, establish and implement the laws in the name of the people, are themselves corrupt. It also takes place when policy formulation and legislations is tailored to benefit politicians and legislators. Political corruption is sometimes seen as similar to corruption of greed as it affects the manner in which decisions are made, as it manipulates political institution rules of procedure, and distorts the institution of government. Bureaucratic corruption occurs in the public administration or the implementation end of politics. This kind of corruption has been

branded low level and street level. It is the kind of corruption the citizen's encounter daily at places like the hospitals, schools, local licensing offices, police taxing offices and on and on. Bureaucratic petty corruption, which is seen as similar to corruption of need occurs when one obtains to business from the public sector though in appropriate procedure⁴⁸.

Electoral corruption includes purchase of votes with money promises of office or special favour, coercion, intimidation and interference with freedom of election (Nigeria is a good example where this practiced is common. Voters are bought people are killed or maimed in the name of elections, losers up as the winners in elections and votes turn up in areas where vote were not cast). Corruption in the office involves sale of legislative votes, administrative or judicial decision, or governmental appointment. Disguised payment in form of gifts, legal fees, employment favour, to relatives, social influences or any relationship that sacrifices the public interest and welfare, with or without the implied payment of money is usually considered corrupt⁶¹.

2. **Bureaucratic Corruption:** This refers to that type of corruption in which the exchange relation is carried out by way of a successful transfer of the steering-medium of power, in particular, a transfer of a position of power (an office) in return for power-supportive behavior (loyalty), which by-passes the legal procedure to acquire the position. The corruptor assumes the role of an administrator and suggest undertake the exchange because of the prospected realization of collectively defined goals through the transfer of power. The incentive to engage in this exchange, however, needs an additional basis of confidence in comparison to monetary corruption⁴⁹.

3. **Electoral Corruption:** This category of corruption includes the rigging of elections and other frauds in the electoral process. It includes the promise of an office, special favours,

coercion, intimidation, and interference with the freedom of election, buying of votes, disenfranchisement, snatching of ballot boxes, victimizing and maiming, mutilation of election results in favour of losers and votes turn up in area where votes were not cast.

Transparency International Report on Corruption in Nigeria

Transparency International is a global movement with one vision: a world in which government, business, civil society and the daily lives of people are free of corruption. Through more than 100 chapters worldwide and an international secretariat in Berlin, we are leading the fight against corruption to turn this vision into reality.

Corruption Perception Index

The 2018 Corruption Perceptions Index, published by Transparency International, measures the perceived levels of public sector corruption in 180 countries and territories. Drawing on 13 surveys of businesspeople and expert assessments, the index scores on a scale of zero (highly corrupt) to 100 (very clean). The results paint a sadly familiar picture: more than two-thirds of countries score below 50, while the average score is just 43. Perhaps most disturbing is that the vast majority of countries assessed have made little to no progress in fighting corruption in their dependent state. Only 20 have made significant progress in recent years. As long as corruption continues to go largely unchecked, democracy is under threat around the world. “Corruption chips away at democracy to produce a vicious cycle, where corruption undermines democratic institutions and, in turn, weak institutions are less able to control corruption,” said Patricia Moreira, managing director of Transparency International. With many democratic institutions under threat across the globe – often by leaders with authoritarian or populist

tendencies – we need to do more to strengthen checks and balances and protect citizens' rights. Citizens demand transparency.

Recent anti-corruption protests from Mongolia to Romania to Guatemala have made clear the public's outrage with politicians' abuse of office and attempts to limit their own accountability. Voters' frustration with corruption has also reshaped the politics of several countries in the past few years. The leaders riding waves of discontent to positions of power must pay more than lip-service to anti-corruption; it should enter the DNA of their policies and reforms. A researcher makes a clear link between having a healthy democracy and successfully fighting public sector corruption. Corruption is more likely to flourish where democratic foundations are weak and, as we have seen in many countries, where undemocratic and populist politicians capture democratic institutions and use them to their advantage.

2.1.2 Concept of Governance

The prevalent rate of underdevelopment among the Third World countries seems unabated. The level of their national development is still below expectation years after political independence. Remarkably, national development remains a vital future of a nation, as such; its realisation is dependent on efficient application of good governance and development administration. This will culminate into the improved economy and better standard of living among the citizens. Government, as an arm of the state, is constitutionally bound to formulate and implement policies that will promote stability in the state. The ability of the government to accommodate public opinion in decision-making, implement such policies with intermittent evaluations to ensure compliance is vital. It is equally ideal; to guarantee the principle of rule of law objectively as this will, in no doubt, promote peace in the society.

Formulation and implementation of friendly policies will attract and encourage the citizens to participate both in economic and political activities freely within the confines of the state's policies. The smooth operation of economic and political activities will ensure social order. Good governance equally accommodates aspects of a civil society inclusion as stated earlier. Good governance establishes the rule of law, enforces contracts and agreement between the individuals, maintains law and order, guarantees security to the people, economizes on cost and resources, protects the government and properly delivers services to the society. It also determines an optimal size of the government and makes best possible use of government resources.

Implementing a roadmap or adopting a framework on a people-oriented policy by the succeeding administration, though on a different political platform, is an element of good governance. Rather than implementing good policies initiated by an opposition party, political office holders often jettison the implementation and completion of such policies or projects. This accounts for a high rate of abandoned projects scattered in all the nooks and crannies of the Nigerian nation. Governance requires all hands to be on deck. It entails the sum total of the ways in which individuals and government institutions manage their common affairs for the good of the state and the citizens. Elements of good governance include;

- (1) Political accountability
- (2) Regular elections to legitimize the exercise of political power or democratic polity.
- (3) Participation by various social, economic, cultural and professional groups, in the process of governance and decentralization or power to local organizations
- (4) Freedom of information
- (5) Efficient and effective administrative system

- (6) Transparency
- (7) Rule of law
- (8) Independence of the judiciary
- (9) Cooperation by government and civil societies
- (10) Bureaucratic accountability

Governance, according to the World Bank Report, is the exercise of political power in the management of a Nation's affairs. This definition thus implies that governance encompasses the state's institutional and structural arrangements, decision-making processes and implementation capacity, and relationship between the governing apparatus and the governed—that is the people in terms of their standard of living.

A researcher analyse good governance as a system of government based on good leadership, respect for the rule of law and due process, the accountability of the political leadership to the electorate as well as transparency in the operations of government transparency. The researcher affirmed that it has to do with the leadership carrying out government business in an open, easy to understand and explicit manner, such that the rules made by government, the policies implemented by the government and the results of government activities are easy to verify to the ordinary citizens⁵⁰. Accountability as a component of good governance, refers to the fact that those who occupy positions of authority in the government must give account or subject themselves to the will and desire of the society and people they lead.

Unfortunately, this is lacking in the public domain in Nigeria. Governance typically emphasizes leadership which suggests the way political leaders meaning the apparatus of the state, use or misuse power, to promote social and economic development or to engage in those agendas that largely undermine the realisation of the good things of life for the people. Good governance is

in tandem with democratic governance which is largely characterised by high valued principles, such as rule of law, accountability, and participation, transparency, human and civil rights. These governance qualities have the capacity to provide the development process of a country. Another researcher posed a critical question as to whether it's possible to have good governance without good leadership. Our understanding of reality points to the fact that the former is logically derived from the latter because where there is effective and efficient leadership, there is bound to be good governance⁵¹.

The failure of leadership to rise to its responsibility, to the challenges of personal exemplary life clearly shows why the nation has the problem of true leadership⁵². It is exemplary leadership that can uplift the people, better the lives of the citizenry and see that the people as much as possible enjoy the public resources without ado as is the case in most advanced democracies such as the United States, Canada, Switzerland and some upcoming developing nations such as Singapore, Malaysia, Taiwan and Korea.

A nation may experience state collapse or failure, this has been the lot of most African countries including Nigeria where lead governance has held sway. A state ideally is meant to be an organisation, composed of several agencies led and coordinated by the state leadership (executive authority) which has capacity and authority to make and implement the finding rules for all the people and applying force if necessary to have its way. It was specifically noted that the status of a state is reviewed as failed or collapsed when it exhibits inability to fulfill the functions of a state such as the sovereign authority, decision-making institution and security guarantor for its population⁵³. This can lead to structure, authority (legitimate power), law and political order falling apart.

On the other hand, conflict has become an evitable phenomenon in human existence. As long as there are social relationships between individuals and groups in the society, conflict will persist. Although, conflict often initiates change in society, its violent form is negative and reverses societal progress, promoting poverty and anarchy. There is no doubt that violent conflict has wreaked havoc on our communal and national social fabrics since 1999, in particular, when electoral democracy was enthroned in Nigeria. Compounding the problem of underdevelopment in Nigeria is micro nationalism, ethnic, religious and communal conflicts which pose great threat to peace, security and progress. The crises had closed the doors of friendship, interaction and rapport among the various ethnic groups in the nation.

Therefore, attempts at promoting peaceful co-existence among the various identities that exists in the nation becomes contradictory if not elusive as various ethnic, religious, political, economic and social catastrophe keep one reoccurring in the polity. This has compounded the situation of insecurity in Nigeria's fragile federal system which, over the years, has experienced ethnic, religious and political crises of monumental proportions. The most devastating amongst these have been communal conflicts in all parts of the country. The prevalence of conflict in Nigeria in recent times is a threat not only to democracy but also to the corporate existence of the country as a political entity. Since good governance is an essential ingredient in the promotion of peaceful coexistence in the society given its indispensable elements of rule of law, human right protection, free and fair election, accountability, independent court of law as well as creating the right environment for socio-economic development?

Governance comprises all of the processes of governing – whether undertaken by the government of a state, by a market or by a network – over a social system (family, tribe, formal

or informal organization, a territory or across territories) and whether through the laws, norms, power or language of an organized society. It relates to "the processes of interaction and decision-making among the actors involved in a collective problem that leads to the creation, reinforcement, or reproduction of social norms and institutions". In lay terms, it could be described as the political processes that exist in and between formal institutions. A variety of entities (known generically as governing bodies) can govern. The most formal is a government, a body whose sole responsibility and authority is to make binding decisions in a given geopolitical system (such as a state) by establishing laws.

Other types of governing include an organization (such as a corporation recognized as a legal entity by a government), a socio-political group (chiefdom, tribe, gang, family, religious denomination, etc.), or another, informal group of people. In business and outsourcing relationships, Governance Frameworks are built into relational contracts that foster long-term collaboration and innovation. Governance is the way rules, norms and actions are structured, sustained, regulated and held accountable. The degree of formality depends on the internal rules of a given organisation and, externally, with its business partners. As such, governance may take many forms, driven by many different motivations and with many different results. For instance, a government may operate as a democracy where citizens vote on who should govern and the public good is the goal, while a non-profit organization or a corporation may be governed by a small board of directors and pursue more specific aims.

2.1.2.1 Elements of Good Governance

Good governance is a dynamic administration construct that embraces fast changing political, social and economic arrangements. It tries to transform the political, economic and social life of the citizens within the framework of parliamentary democracy⁶⁵. These elements include:

(a) Participation: They see participation as key to good governance. Citizens participate in the organs of government -executive, legislature, and judiciary and regularly exercise their rights to franchise. Participation could be either direct or through the representatives.

(b) Accountability: The test of a vibrant democracy is the degree of success in ensuring accountability of those who rule, to those from whom they derive their authority.

(c) Transparency: A major premise of good governance is the citizens' access to information, and a good government must ensure free flow of information to citizens. In a parliamentary democracy, transparency in government becomes a necessity and this becomes possible by the basic doctrine of separation of powers, and checks and balances among the executive, legislature, and judicial branches. Transparency requires that the decisions are taken and their enforcement is done in a manner that is in conformity with the rules and regulations.

(d) Rule of Law: This is a framework that is enforced in an impartial manner for protecting human rights, securing social justice and checking abuse of power; it is a prerequisite for good governance.

(e) Consensus Oriented: Good governance should aim at reaching broad consensus after mediating different interests in the society for the best interest of the community. It aims at sustainable human development and also to achieve the goals of such development.

(f) Effectiveness and Efficiency: Good governance also rests upon the fact that the process and institutions should produce results to meet the needs of the society. It also entails proper utilization of resources at their disposal as well as in the government.

(g) Responsiveness: Good governance would be possible only when the institution and processes are responsive and serve all stakeholders within a reasonable time-frame.

(h) Inclusiveness and Equity: Good governance advocates that people should not be excluded from the mainstream of the society and the marginalized are able to avail opportunities.

Having highlighted the above elements, Nigerian leaders, present and in future, should ensure that these elements are domesticated. Democratic system of governance with more modifications may help to cure the problems of good governance.

2. How Good Governance can improve Administration

To the World Bank, governance refers to how power is exercised in the management of a nation's economic and social resources for developmental purposes⁵⁴. This involves three applications; "the form of the political regime; the process by which governmental power is exercised in the management of a country's economic and social resources; and government capacity to implement public policies". Good governance is derived from the concept of governance. According to Adeosun, good governance entails the capacity to manage a country's resources in a transparent, accountable, equitable manner, in response to the needs of the people⁵⁵. A good aspect of this view is the need to recognise and respond adequately to the aspirations of the citizens. According to United Nations Development Program (UNDP), good governance encompasses the exercise of political, economic, legal, judicial, social, and

administrative authority in a manner that meets the aspirations and needs of the citizens⁵⁶. This includes; the government, the private sector and the civil society. It also includes the formulation of policy initiatives that would strengthen institutions and the civil society organisations with the main objective of making government responsible more democratic responsive and accountable. There are some parameters for measuring good governance, as suggested, include “managerial and organisational efficiency, accountability, legitimacy, and responsiveness to the public, transparency in decision-making and pluralism in policy options and choices”⁵⁷. This includes issues such as the rule of law, equity, etc. The concept of good governance encompasses general values and basic freedoms, which include accountability, competence, the reign of the rule of law and the absence of human rights abuse⁵⁸. In the view of another scholar, the concept refers to issues such as rule of law, equity, responsiveness, effectiveness, efficiency, participation, consensus oriented, transparency, and accountability⁵⁹. Another scholar asserted that good governance implies a high level of organizational effectiveness in relation to policy formulation, especially in the conduct of economic policy and its contribution to growth, stability, and public welfare. Other factors in this regard are given as participation, transparency, and accountability, which are similar to the context of the UNDP report⁶⁰. A scholar calls good governance “sound development management”, referring to the total sum of public management; accountability; legal framework for development (reforms); information and technology; the acceptance of government by the people; the capacity of governments to initiate appropriate policies, make far-reaching decision; implement them effectively for service delivery⁶¹. Good governance as a concept can also be linked to the extent in which a government is perceived and accepted as legitimate, leadership commitment to improve the welfare and meet the needs of its citizens⁶². It refers to the use of legitimate

authority in the management of public affairs. The whole essence of good governance is the supremacy of the rule of law, freedom, accountability, transparency, fulfillment of election promises, and the achievement of the greatest good for the greatest number of citizens. As good and important as good governance is to the Nigerian state, much of the variables have eluded the nation due to corruption. According to Tinubu, most of the problems Nigeria is facing today are caused by the sharp practices of past and present leaders⁶³. Despite the abundance of human and natural resources that has made the country the toast of many nations, the leaders have not been able to deliver the dividends of democracy, as expectations, hopes and opportunities have been dashed, with governance ingredients still at its elusive stage to Nigerians, in terms of accountability, transparency and service delivery.

3. Effects of Corruption on Good Governance in Nigeria

Fighting corruption is a necessary foundation for good governance and the rule of law, which are the building blocks of sustainable development in a country⁶⁴. In Nigeria, public roles and responsibilities are usually entrusted to the public office holders by the people in a quest for good governance, especially in the current democratic system. Most of the times, this trust has been corrupted whereby these public roles and resources were used for private benefits. Taking a holistic look, the World Bank has identified three distinct aspects of governance, which are hereby used as indicators in analysing the effects of corruption on good governance in Nigeria⁶⁵. These are;

- i. The form of political regime, which refers to the degree of democratization in the country;
- ii. The degree of accountability in the management of the nation's economic and social resources for national development;

iii. The capacity of governments to identify, formulate and implement development policies. This relates to the competence of government.

4. The Factors that Serve as Catalysts for Corruption in Nigeria

The CLEEN Foundation gave some factors, which have catalyzed the culture of weak accountability and corruption in Nigeria⁶⁶. These are:

i. **Bad Leadership Precedents/Impunity:** The mentality for many citizens in Nigeria is that politics serves as a quick means to wealth. Indeed, the highest corruption in Nigeria has been in the corridors of power. The evidence is in the number of state Governors and Local Government Chairmen being investigated for corruption in the past and present. Here, corruption is perfected in over-inflated contracts, which are executed and re-executed many times, whereby funds given to organizations/sectors are either diverted to personal accounts or laundered to foreign accounts. This mentality has trickled down to the common person who seeks every means legal or illegal to make his own wealth.

ii. **Lack of Adequate Funding of Corruption Agencies:** In this era of high-tech crimes, corporate and bureaucratic corruption, fighting the war against corruption without adequate provisions/funding would be tantamount to failure. Nigeria is seriously lagging behind in this area because many of these agencies have cried out about lack of funding to undertake their roles.

iii. **Lack of Comprehensive Database:** Nigeria lacks a comprehensive database on its citizens. This cripples investigations and exchange of information on criminals with foreign counterparts. Keeping proper records would naturally deter the culprits.

iv. Lack of Reforms: The public sector, which contributes more than half of the corruption in Nigeria, lacks sustained reforms. Reforms in public institutions such as the Civil Service and the Judiciary will greatly reduce the challenges of corruption in Nigeria.

v. Lack of National Integration: It is common knowledge that Nigerians are divided along many lines such as ethnic, tribal, social, and religious lines. Cases of corruption are interpreted along ethnic, tribal, or even regional lines. There is a wrong reasoning that every government appointment is “our turn to eat the national cake”. This has prevented a wholesome condemnation of corruption cases. The government must embark on a more productive mass citizens’ mobilisation for national integration, which will instill the sense of patriotism in the citizens. This will go a long way to curb the menace of corruption, as all Nigerians will be united in condemning cases of corruption at whatever level. The recent case of the indicted former minister of aviation who was shielded and defended by her eastern Nigerian counterparts is an instance in this regard.

5. Accountability of Public Officials

Globally; governments in trust for the citizens hold public funds and other resources. Thus, they must comply with high standards of honesty, integrity, propriety, and objectivity to ensure the maximal utilization of these resources for the common good of the Nation. Good governance in any part of the globe is a product of accountability. Accountability as a concept is concerned with several meanings and it is often used synonymously with such concepts as responsibility, answerability, blamelessness, worthiness, lack of liability, and other terms associated with the expectation of account-giving. In a recent study, the World Bank found a significant relationship between accountability, good governance, and high level of

performance⁶⁷. Accountability stipulates that public expenditures must correspond with the performance of public officials.

In consensus with the World Bank, the notion of accountability and good governance are very connected, and as emphasized by a scholar, that the first evidence of bad governance is the absence of accountability and transparency⁶⁸. Accountability in her view is the public servant's report card government payrolls. In 2003, 24,000 of such names were discovered on the payroll of the Ministry of Defense. In that same year, a personnel-screening exercise exposed an extra 40,000 names in the government's official records. In states like Niger, Lagos, Bauchi State, and Zamfara State, the number of exposed ghost workers ranged from 6000 to 20,000 in the fourth quarter of 2011 alone⁶⁹. The reported case of a month-old child on the government payroll shows the ingenuity with which fraudsters manage to exploit the system. Ghost workers syndrome is a financial burden on Nigeria's fiscal budget, leading to the loss of about 84 billion naira annually⁷⁰. In order to tackle the problem, the government embarked on an audit of the civil service. In some cases, this involved collecting biometric data to identify those extra names and to deter fraudsters. According to Think Africa, the outcomes of these exercises are not adequate. Indeed, corruption is most able to thrive where accountability is poor. Without good governance, no nation can hope to surmount the challenges posed to its development. There cannot be development if the annual budgetary estimates are not backed with adequate funds needed for execution of programmes. Herein lays the nation's nightmare because funds are wasted in a morbid culture of wastes. Policy objectives geared towards the eliminations of poverty and inequality in Nigeria abounds. However, the impact of these policies has been felt due to corruption and poor quality of governance over the years.

2.1.3 The History of Oyo State

Oyo State, popularly referred to as the “Pace Setter” is one of the 36 States of the Federal Republic of Nigeria. It came into existence with the breakup of the old Western State of Nigeria during the State creation exercise in 1976 and it originally included Osun State, which was split off in 1991. Oyo State is homogenous, mainly inhabited by the Yoruba ethnic group who are primarily agrarian but have a predilection for living in high density urban centers.

The indigenes mainly comprise the Oyos, the Ogbomosos, the Oke-Oguns, the Ibadans and the Ibarapas, all belonging to the Yoruba family and indigenous city in Africa, south of the Sahara. Ibadan had been the centre of administration of the old Western Region, Nigeria since the days of the British colonial rule. Other notable cities and towns in Oyo State include Oyo, Ogbomoso, Iseyin, Kisi, Okeho, Saki, Eruwa, Lanlate, Sepeteri, Ilora, Awe, Ilero, Igbeti, Igboho and Igbo-Ora.

The climate in the State favours the cultivation of crops like Maize, Yam, Cassava, Millet, Rice, Plantain, Cocoa tree, Palm tree and Cashew. There are a number of Government Farm Settlements in Ipapo, Ilora, Sepeteri, Eruwa, Ogbomoso, Iresa-adu, Ijaiye, Akufo and Lalupon. There is abundance of Clay, Kaolin and Aquamarine. There are also vast cattle ranches at Saki, Fasola, Moniya in Ibadan.

2.1.3.1 Records and Landmarks

The first university in Nigeria is the University of Ibadan (established as a college of the University of London when it was founded in 1948, and later converted into an Autonomous university in 1962). It has the distinction of being one of the premier educational institutions in West Africa. The other Universities in the State are: Lead City University, Ajayi Crowther

University and the Ladoke Akintola University of Technology and The Polytechnic Ibadan which is one of the best polytechnics in Nigeria.

There are 631 secondary schools as well as 1,576 public primary schools in the State. Other noteworthy institutions in the city include the University College Hospital; the first teaching hospital in Nigeria and the internationally acclaimed International Institute of Tropical Agriculture (IITA). Another prominent landmark in Oyo State is the Cocoa House, the first skyscraper built in Africa. The State is also home to NTA Ibadan, the first television station in Africa and Liberty Stadium the first stadium built in Africa. Other major tourist attractions in the State include: Agodi Gardens, Ado-Awaye Suspended Lake, Mapo Hall, University of Ibadan Zoological Garden, Ido Cenotaph, Trans-Wonderland Amusement Park, Oke-Ogun National Park in Old Oyo-Ile, Iyamopo and Agbele Hill in Igbeti, Bowers Tower and the Cultural Centre, Mokola.

It is Located in the South-West geopolitical zone of Nigeria, Oyo State was one of the three States carved out of the former Western State of Nigeria in 1976. Oyo State consists of 33 Local Governments and 29 Local Council Development Areas. Local Government Areas are: Afijio, Akinyele, Atiba, Atisbo, Egbeda, Ibadan North, Ibadan North-East, Ibadan North-West, Ibadan South-East, Ibadan South West, Ibarapa Central, Ibarapa East, Ibarapa North, Ido, Irepo, Iseyin, Itesiwaju, Iwajowa, Kajola, Lagelu, Ogbomoso North, Ogbomoso South, Ogo-Oluwa, Olorunsogo, Oluyole, Ona-Ara, Oorelope, Oriire, Oyo East, Oyo West, Saki East, Saki West and Surulere. The Local Council Development Areas (LCDAs) are: Aare Latosa, Afijio West, Ajorosun, Akinyele East, Akinyele South, Akinyele West, Akorede, Araromi, Atisbo South, Ibadan East, Ibadan South East, Ibadan West, Ibarapa North-East, Ibarapa North-West, Ifeloju,

Iganna, Inukan, Irepodun, Iseyin South, Iwa, Lagelu North, Ogbomoso Central, Ogbomoso South-West, Ogo-oluwa West, Oke'badan, Omi Apata, Surulere North, Surulere South, Wewe.

2.1.4 The Nigerian Civil Service

The Nigerian Civil Service consists of employees in Nigerian government agencies other than the military and police. Most employees are career civil servants in the Nigerian ministries, progressing based on qualifications and seniority. Recently, the head of the service has been introducing measures to make the ministries more efficient and responsive to the public. The word civil is derived from an old French word "civil" which means "relating to law" and directly from Latin word "civilis" which means "relating to citizen". While the word "service" is derived from an old French word "servise" which means "aids". The Nigerian Civil Service has its origins in organisations established by the British in colonial times. Nigeria gained full independence in October 1960 under a constitution that provided for a parliamentary government and a substantial measure of self-government for the country's three regions. Since then, various panels have studied and made recommendations for reforming of the Civil Service, including the Morgan Commission of 1963, the Adebo Commission of 1971 and the Udoji Commission of 1972-74. A major change occurred with the adoption in 1979 of a constitution modeled on that of the United States. The Dotun Philips Panel of 1985 attempted to reform to the Civil Service. The 1988 Civil Service Reorganization Decree promulgated by General Ibrahim Babangida had a major impact on the structure and efficiency of the Civil Service. The later report of the Ayida Panel made recommendations to reverse some of the past innovations and to return to the more efficient Civil Service of earlier years. The Civil Service has been undergoing gradual and systematic reforms and restructuring since May 29, 1999 after decades of military rule. However, the civil service is still considered stagnant and inefficient,

and the attempts made in the past by panels have had little effect. In August 2009 the Head of the Civil Service, Stephen Osagiede Oronsaye, proposed reforms where permanent secretaries and directors would spend a maximum of eight years in office. The reform, approved by President Umaru Yar'Adua, would result in massive retirement of Permanent Secretaries and Directors, many of whom are from the North. Stephen Oronsaye has said that his goal is for the Nigerian civil service to be among the best organized and managed in the world⁷¹. Oronsaye retired in November 2010 at the statutory age of 60 and was succeeded by Oladapo Afolabi.

2.1.4.1 Vision of The Oyo State Civil Service

To be a foremost agency of Government for recruitment into the middle level posts, for policy implementation toward meeting the societal needs, for the good of all, in accordance with the Constitution of the Federal Republic of Nigeria. To provide and maintain a highly skillful, efficient, disciplined and happy workforce, providing cost-effective welfare services to the residents of the State

The objectives of the Civil Service were to:

- set up general and uniform guidelines for appointment, promotion and discipline;
- recruit, promote and discipline Civil Servants;
- monitor the activities of each Ministry and Extra-Ministerial Department over appointment, promotion and discipline in order to ensure that the guidelines are strictly and uniformly adhered to;

- serve as an appellate body for all petitions from Ministries and Extra-Ministerial departments with regard to appointment, promotion and discipline;
- maintain comprehensive and current records for Civil Service as a whole; and
- review government establishments in accordance with modern trends.

Function of the Oyo State Civil Service

- I. Processing of promotion recommendations from all Ministries and Departments in respect of officers on Grade Levels 07 – 17 for the consideration of Commissioners.
- II. Processing of disciplinary recommendations affecting officers on Grade Levels 07 – 17.
- III. Processing of petitions and letters of appeals from all Civil Servants for the consideration of the Commissioners. All recommendations in respect of promotion discipline and petitions of officers on GL. 13 and above are expected to be processed through the Office of Head of Service. Though, promotions and disciplinary cases of staff on Grade Levels 01 – 06 have been delegated, the department is still represented at the meetings of the Junior Staff Committees of Ministries and Extra-Ministerial Departments as Observers and for guidance.
- IV. Ensuring the conveyance of all plenary decisions to the appropriate or the concern quarters/persons
- V. Setting and marking of the Compulsory Examinations (both the 3 & 5 papers) on the Civil Service Commission Regulations.

2.2 Theoretical Framework

Different perspectives, views, models and theories have been advanced by several socio-philosophical scientists to examine corruption in relation to problem of service delivery in the civil service. Some of these theories and perspectives explain the problem of corruption and

civil service delivery from different point of views. While some of these see the impacts of corruption on civil service administration as negative, others see it as positive. For the purpose of this research, we shall be evaluating

1. Efficient Grease Theory
2. Principal – Agent Theory
3. New Public Management Theory

The researcher has critically looked into the theories and chosen to use the efficient grease theory as he has seen that it could be a solution to how we can reduce corruption.

2.2.1 Efficient Grease Theory

The efficient grease theory has been used to explain the prevalence of administrative corruption. The efficient grease framework which has far long prevailed in political science, viewed corruption largely as the grease that get bureaucracy moving, and by so doing increase the loyalty of the citizens. Thus, corruption was seen as building society together. In support of this theoretical perspective, states that corruption works like grease in the gears. According to him, it has substantial redistributive effects and is a functional substitute for direct participation in politics. The main premise of efficient grease theory is that corruption can strengthen citizen's trust since giving of bribe paying and clienteles open the door to otherwise scarce and inaccessible services and subsidies, and that this increases institutional trust. From the above premise, the theory suggest that citizens faced with malfunctioning civil institutions will place greater trust in the political and administrative institution if he/she knows that corruption is a way to get what he/she wants. The central assumption of the theory is that corruption can speed up an otherwise sluggish bureaucracy.

Finally, it sees corruption as an informal institution that helps the functioning of public services, especially as mechanism for the allocation of scarce public services. In situations like this, where corruption has become the norm, citizens may not be able to distinguish between what constitute official payment and extortion.

However, since 1990s, the efficient grease theory has been increasingly challenged by both the theoretical and empirical literature. Critics of the theory focus majorly on the origins of political trust and the hypothesis behind the theory. According to institutional framework suggest that institutional choice framework suggests that institutional trust is a consequence, not a cause of institutional performance. This means that trust in institution is based on citizen's evaluation of institutional performance. In other words, institutions that perform satisfactorily generate trust, and consequently, untrustworthy institutions lead to skepticism and distrust. Similarly, the central assumption of the theory that corruption can speed up an otherwise slow and feeble bureaucracy has equally been challenged by critics. For instance, scholars have argued that civil servants can cause delays that would not have occurred, just to give themselves an opportunity to extort or take bribe. Another scholar demonstrated a positive and significant correlation between 'red tape' and the value of bribe paid by firms. This shows that corruption is a symptomatic element of the regulatory burden created by bureaucratic 'red tape'⁷¹.

Furthermore, that corruption can occur on various scales, in many shapes and forms and at all levels within public office⁷². It is generally defined as the abuse of authority by public officials for personal gains. One manifestation of this is when state appointed bureaucrats exploit their powers of discretion, delegated to them by the government, to further their own interests by engaging in illegal, or unauthorised, rent-seeking activities. The incentives to do this reacts the

hierarchical structure of public organisations, within which there are almost inevitable contacts of interest and asymmetries of information between superiors and subordinates. As a consequence, the objectives of the former maybe compromised by the decisions of the latter to act strategically and dishonestly in pursuit of their own hidden agenda. At a partial equilibrium level, much research has been devoted towards understanding the micro foundations of such behaviour and the implications for efficiency and welfare. It is possible that red tape has some positive social value, though the reasons are not yet very well understood.

One argument is that it may function as a screening device to reveal information and to improve outcomes in otherwise unregulated markets. Another is that it may serve to contain corrupt activity by limiting the scope for discretion and favouritism on the part of bureaucrats through complex rules and procedures. As indicated above, the main problem is that the amount of red tape is typically determined by those who stand to benefit from producing too much of it in their quest to extract rents. And significantly, it is the poorer, more corrupt, countries of the world that appear to be mired with regulations in this way.

The literature on corruption is replete with examples - particularly from developing and transition economies - of how red tape can impose significant costs on firms, of how corruption can do the same, of how firms of-ten seek to avoid red tape by complying in corruption and of how corruption appears to proliferate the amount of red tape⁷³. Furthermore, the view that corruption is an informal institution that helps the functioning of civil service, especially as a mechanism for the redistribution of civil services, has been overturned by critics. It has been argued that such a mechanism can destroy citizen's trust in a political institution. However, in spite of the criticisms leveled against the efficient grease theory, it is still apposite, because it offers an alternative framework for the evaluation of administrative corruption.

2.2.2 Principal-Agent Theory

According to Arrow and Wilson, during the 1960s and early 1970s, economists investigated risk sharing among individuals or groups⁷⁴. The risk-sharing problem, described in this literature, arises when collaborating parties have different standpoints toward risk. Principal-Agent theory expanded the risk-sharing literature to include what is called agency problem. And agency problem occurs when cooperating parties have different goals, information, and division of labor⁷⁵. Specifically, principal-agent theory concentrates on the ubiquitous agency-relationship, “in which one party (the principal) delegates work to another (the agent), who performs that work in behalf of the principal” and principal-agent theory seeks to portray this relationship using the metaphor of a contract⁷⁶.

As a consequence, the central dilemma explored by principal agent theorists is how to stimulate the employee or contractor (agent) to behave in the best interests of the principal (the employer) when the employee or contractor has an informational advantage over the principal and has different interests from the principal. From the agency perspective, “most organizations are simply legal fictions which serve as a nexus for a set of contracting relationships among individuals”²³. The basic premise of the theory is that “if both parties to the relationship are utility maximisers, there is good reason to believe that the agent will not always act in the best interests of the principal”.

In determining the most efficient contract, principal-agent theory brings up certain hypotheses about people, organizations and information. It assumes that agents and principals will act in their self-interest to maximize their own welfare. Agents possess more information than their principals possess. As a result, it identifies two impediments to effective contractual

performance: moral hazard and adverse selection. Moral hazard refers to that the agent doesn't put agreed-upon efforts to the tasks. That is, the agent is shirking. Adverse selection refers to "the misrepresentation of ability by the agent". The agent may claim to have certain skills, experiences, or capabilities when he or she is hired. Adverse selection arises because the principal cannot completely verify these skills, experiences, or capabilities either at the time of recruitment or while the agent is working⁷⁷.

Two types of problems are especially relevant. One is the "agency problem" which arises from the conflicting goals of the principal and the agent and from the difficulty/expense involved in verifying the agent's behavior. The second is the problem of "risk-sharing" which arises from the different attitudes toward risk on the part of the principal and the agent. The different risk preferences between the principals and agents are likely to lead to different actions. Therefore, the theory concentrates on the contract between the principal and the agent and "the ways in which the contract can be made most efficient from the point of view of the principal"⁷⁸. Besides, the theory makes two assumptions: that goal conflict exists between principals and agents and that agents have more information than their principals, which results in an information asymmetry between them.

Goal Conflict. "In some instances, at the marketplace, principals and agents clearly have different goals and/or preferences"⁷⁹. Commonly, agents want to make as much money as possible, however principals want to pay as little as possible for services and this is the same in the public sector. The government wants to produce as more public goods as possible, while the contractor agents expect to decrease the cost as much as possible. Therefore, in a contract relationship, maximum principals' interest couldn't inevitably contribute to the maximum of

agents' interests. It could even reversely worsen agents' advantages, such as less compensation or profit. As a consequence, how to encourage agents to accomplish principals' goals at a minimum cost has become a great challenge.

“Information Asymmetry is a critical assumption of the principal-agent model. Explaining further, information asymmetry is simply the claim that agents possess more information than their principals possess”³⁰. When the distribution of information between principal and agent is asymmetric, the “classic” principal-agent problem arises. The problem brought up here is how to avoid information asymmetry so that principals know to what extent the agents have achieved the principals' goals, what agents are doing, and what are not done. With these information, principals could better monitor the contract relation and working process to improve organizational performance. “In addition to the assumption that partial goal conflict is inherent in any principal-agent relationship, principal-agent theory also presumes that information about the agent is a commodity that can be purchased”³¹.

Principal-Agent theory has been contributing a lot to organization theory and incentive theory. “Principal-Agent theory has been the basis for an extensive set of studies relating bureaucracy to elected officials. It also has been extended to presidents' decisions to use force and to the Supreme Court and its relationship to lower courts”³².

Above all, a good theory is the theory appropriately used. “All theories are false. They are, after all, just words and symbols on pieces of paper, about the reality they purport to describe; they are not that reality, so they simplify it. This means we must choose our theories according to how useful they are, not how true they are”³³. Obviously, principal-agent theory is not

omnipotent to explain or solve all problems in an organization. It is true only when it is appropriately used.

Furthermore, a good theory is practical precisely. “A theory to be useful, should accurately describe or depict a real world event or phenomenon”³⁴. The first section has demonstrated that principal-agent theory fits this requirement. Scholars devoted to this theory have explicitly described what principal-agent is and what it could explain in the real world. Finally, a good theory is insightful and predictive. “Theory is insightful when it surprises, when it allows us to see profoundly, imaginatively, unconventionally into phenomena we thought we understood theory is of no use unless it initially surprises-that is, changes perceptions”³⁵. From this perspective, principal-Agent theory may not dramatically change perceptions, but it really brings in some new thinking about organizations and incentives.

Firstly, “Principal-Agent theory reestablishes the importance of incentives and self-interest in organizational thinking. It reminds us that much of organizational life, whether we like it or not, is based on self-interest”³⁶. Both principal and agent are usually assumed to be attempting to maximize their own utilities. Agents would not voluntarily produce desires of principal and it is difficult or expensive for the principal to investigate what the agent is actually doing. Hence, it is significant for principals to provide incentives to agents which lead to an alignment of goals between principal and agent, in order to assure that the agents act for principals’ aims. That is to maximize principals’ interests rather than impair principals’ efficiency through agents over possession of information.

Secondly, Principal-Agent theory also makes important contributions to organizational thinking, the most important of which is the treatment of information. In principle-agent theory,

information is considered as merchandise: it has a cost, and it can be exchanged and purchased. “The implication is that organizations can invest in information systems in order to control agent opportunism”, an illustration of which is the executive compensation. And one of the important factors such compensation requires is information systems. It is assumed that “richer information systems control managerial opportunism and, therefore, lead to less performance-contingent pay”. Board of directors is considered as one particular relevant information system to monitor executive behaviors. “When boards provide richer information, compensation is less likely to be based on firm performance. Also, when boards provide richer information, top executives are more likely to engage in behaviors that are consistent with stockholder’s interest.” Besides, to break agents’ superiority status on information is of great significance to keep balance between principals and agents and to improve agents’ performance.

Moreover, profit sharing has been widely used as an attempt to give employees more opportunities to involve into and to get pleasurable emotion from the organization and to make employees feel they are part of the organization; to increase employees’ sense of commitment to organization; to increase sense of co-operation between management and subordinates; and to ensure employees benefit from organization profitability. In the public sector, administrators should frequently involve into policy-making process. Participatory management could be an efficient approach to get an alignment of goals of the management and subordinates and to motivate employees’ performance consciousness.

In addition, Principal-Agent theory could be used to elucidate hierarchical control of organizations as well. Difficulty in monitoring the actions of subordinates/agents, asymmetric information superior status of subordinate’s agents, or transactions costs in supervising and

verifying the actions of subordinates/agents all can give agents opportunities to escape from principals' goals by maximizing agents' interests. "Typically, principals find means to ameliorate these problems, for example, by relying on signals that warn them when agents step outside certain bounds"³⁷.

2.2.3 New Public Management Theory

New Public Management (NPM) is an approach to running public service organizations that is used in government and public service institutions and agencies, at both sub-national and national levels. The term was first introduced by academics in the UK and Australia to describe approaches that were developed during the 1980s as part of an effort to make the public service more "businesslike" and to improve its efficiency by using private sector management models.

As with the private sector, which focuses on "customer service", New Public Management reforms often focused on the "centrality of citizens who were the recipient of the services or customers to the public sector". New Public Management reformers experimented with using decentralized service delivery models, to give local agencies more freedom in how they delivered programs or services. In some cases, New Public Management reforms that used e-government consolidated a program or service to a central location to reduce costs. Some governments tried using quasi-market structures, so that the public sector would have to compete against the private sector (notably in the United Kingdom, in health care). Key themes in New Public Management were "financial control, value for money, increasing efficiency, identifying and setting targets and continuance monitoring of performance, handing over, power to the senior management" executives. Performance was assessed with audits,

benchmarks and performance evaluations. Some New Public Management reforms used private sector companies to deliver what were formerly public services.

New Public Management advocates in some countries worked to remove "collective agreements individual rewards packages at senior levels combined with short term contracts" and introduce private sector-style corporate governance, including using a Board of Directors approach to strategic guidance for public organizations. While New Public Management approaches have been used in many countries around the world, New Public Management is particularly associated with the most industrialized OECD nations such as the United Kingdom, Australia and the United States of America. New Public Management advocates focus on using approaches from the private sector – the corporate or business world—which can be successfully applied in the public sector and in a public administration context. New Public Management approaches have been used to reform the public sector, its policies and its programs. New Public Management advocates claim that it is a more efficient and effective means of attaining the same outcome.

In New Public Management, citizens are viewed as "customers" and public servants are viewed as public managers. New Public Management tries to realign the relationship between public service managers and their political superiors by making a parallel relationship between the two. Under New Public Management, public managers have incentive-based motivation such as pay-for-performance, and clear performance targets are often set, which are assessed by using performance evaluations. As well, managers in New Public Management paradigm may have greater discretion and freedom as to how they go about achieving the goals set for them. This New Public Management approach is contrasted with the traditional public administration

model, in which institutional decision-making, policy-making and public service delivery is guided by regulations, legislation and administrative procedures.

New Public Management reforms use approaches such as disaggregation, customer satisfaction initiatives, and customer service efforts, applying an entrepreneurial spirit to public service, and introducing innovations. The New Public Management system allows "the expert manager to have a greater discretion". "Public Managers under the New Public Management reforms can provide a range of choices from which customers can choose, including the right to opt out of the service delivery system completely"

2.2.4 Principal-Agent Theory

This theory was originally proposed by Stephen A. Ross in 1973. The central assumption of Principal-Agent Theory is that there is a principal who delegates authority or tasks to an agent to act on their behalf. It assumes that the principal (e.g., the government or citizens) seeks to maximize their interests, while the agent (e.g., civil servants) may have different interests and information asymmetry, which can lead to a principal-agent problem. In the context of bureaucratic corruption and public governance, Principal-Agent Theory provides valuable insights into the dynamics at play. In this framework, the government or citizens act as principals, delegating authority and resources to civil servants as agents to carry out various public tasks. However, when there is a misalignment of interests between principals and agents, opportunities for corruption can arise. For instance, civil servants may engage in corrupt practices, such as bribery or embezzlement, to maximize their own interests at the expense of the public good. The information asymmetry between the government and civil servants can

make it challenging for principals to monitor and control agents effectively, further exacerbating corruption risks. To address this issue, governance reforms should focus on aligning the interests of civil servants with those of the government and citizens. Transparency, accountability mechanisms, and performance-based incentives can help reduce information asymmetry and mitigate the principal-agent problem, ultimately contributing to the reduction of bureaucratic corruption.

2.2.5 Institutional Theory

Institutional Theory has multiple proponents, including John Meyer and Brian Rowan, who contributed to its development in the 1970s. Institutional Theory assumes that institutions, including formal rules, regulations, and informal norms, play a crucial role in shaping behavior within organizations and societies. It posits that individuals and organizations conform to established institutional norms and practices to gain legitimacy and reduce uncertainty.

In the context of bureaucratic corruption and public governance, Institutional Theory emphasizes the role of institutional structures and norms in influencing the behavior of civil servants and government officials. When corrupt practices become institutionalized or socially accepted within a civil service organization, they can persist even when individuals may personally disapprove of corruption.

To combat bureaucratic corruption effectively, it is essential to understand and leverage institutional forces. Governance reforms should focus on changing institutional norms to promote ethical behavior and deter corrupt practices. For example, strengthening anti-corruption laws and regulations, promoting a culture of transparency, and creating accountability mechanisms can help shift institutional norms toward greater integrity.

Additionally, Institutional Theory highlights the importance of building institutions that encourage transparency, accountability, and the rule of law. By creating an institutional environment that rewards ethical behavior and punishes corruption, governments can reduce the prevalence of bureaucratic corruption and improve public governance.

2.3 Review of Empirical Studies

The emergence of corruption as a subject matter within academia has been a long journey. From the beginning, corruption was seen as a non-researchable topic in the academic field both in research and policy circles. In the late 1960s, the Swedish Nobel laureate Gunnar Myrdal pointed out that the term corruption “...almost taboo as a research topic and is rarely mentioned in scholarly discussions of the problems of government and planning⁷⁹”. Although Myrdal’s focus in the quoted article was on South Asia, this reasoning can be extrapolated to understand the hesitance, until at least the late 1990s, of doing research on corruption. There are different reasons forwarded for the lack of academic foci, especially research concerning developing countries – one being a general bias of “diplomacy in research”. This diplomacy stems from the historical setting of when Myrdal’s article was published, that is, in the midst of the Third Wave of Democratisation. This was a sensitive time, during which both academic and policy circles engaged in the avoidance of corruption as a topic for fear of being labeled “imperialist”, “western” or simply self-righteous. Another reason for the absence of corruption research was what can be labeled as “geographic morality.” Whereby, the prevalent attitude was of “us” and “them,” effectively – the Western world (liberal democracies) vs. the (then) Third world (non-democracies and countries in transition, such as the former colonial states). This resulted in externalising the issue of corruption as a problem that does not exist in the Western World but is limited to the Third World⁷².

Corruption seemed prevalent, even inevitable, not everywhere but in certain societies, especially in the West's colonies and other less developed parts of the world... The temptation to identify corruption with alien societies, with the other, has always been irresistible⁷³. The fact that Myrdal's essay formed part of a lengthy book titled "An Enquiry into the Poverty of Nations" which focused on the Asian continent, is evidence of the prevalent prejudice of the time, which helps explain the need felt by many academics to remain "neutral" or "diplomatic"⁷⁴. Matters were of a similar nature on the policy front where this type of reasoning was also utilised by international organisations, such as the World Bank, effectively avoiding research and discussion on the topic. The official stance of these organisations was that problems related to corruption constituted "a national issue" which was beyond the purview of the organisation's mandate meaning that interference into national political issues was not allowed. As Pearson points out, the reluctance of these institutions to address corruption can also be attributed to their "perception of themselves as politically neutral, the limitations of their charters and because of the sensitivities of many of their member States"⁷⁵.

In the work of an author analyzed the concept through three separate categories, all focusing on the public realm; public office, public interest and public opinion. He defined the three as follows:

1. Public-office-centred definitions: definitions of corruption that relate most essentially to the concept of public office and to deviations from norms binding upon its incumbents...Corruption, while being tied particularly to the act of bribery, is a general term covering misuse of authority as a result of considerations of personal gain, which need not be monetary.

2. Market-centred definitions: “a corrupt civil servant regards his public office as a business, the income of which he will...seek to maximise. The office then becomes a – maximising unit” points out “Corruption is an extra-legal institution used by individuals or groups to gain influence over the actions of the bureaucracy. As such the existence of corruption per-se indicates only that these groups participate in the decision-making process to a greater extent than would otherwise be the case.”

3. Public-interest-centered definitions: “The pattern of corruption can be said to exist whenever a power holder who is charged with doing certain things, i.e. who is a responsible functionary or officeholder, is by monetary or other rewards not legally provided for, induced to take actions which favour whoever provides the rewards and thereby does damage to the public and its interests”⁷⁶. The first step towards breaking the taboo, apart from the publication of the work itself, was the relabeling of ‘corruption’ to ‘political corruption, bringing the term within the ambit of the political realm. This effectively lifted the concept to a philosophical level, reinforcing the term as above all a politically polysemic term, broadening the meaning of the word to be “linked with system decay”⁷⁷. The subject now fell within the realm of not only the social sciences but more specifically within the political science field, providing impetus to scholars to engage in corruption research. The political nature was now applicable to all political entities (states), reinforcing the political range of the term⁷⁸. In other words, corruption as a subject for research was applicable to all nations; whether a developing nation or not. The final straw that helped break the taboo was the author’s application of this newly established framework in his analysis of the United States of America during the Watergate period. This effectively shook loose the concept from the political bias that until then had surrounded corruption and led to an opening of the floodgates of conceptualisations. Before elaborating on

any of the conceptualisations that exist of corruption, it is imperative to note that majority corruption studies and policies focus on the public sphere, not the private.

The reasons for this are manifold. First of all, the public sphere is that within which the citizenry has a direct linkage to the state; through payment of taxes and the provision of public goods. In lieu of this, when public sector corruption takes place, the chief argument in favour of the public sector focus as fundamental, is that corruption weakens the accountability mechanism available to a state's citizens, effectively weakening the collective action tool available to the populace. Furthermore, Another author argued that public sector corruption remains the centre of attention mainly because it acts as a prerequisite for controlling private sector corruption⁸⁰. Arguments from another angle pertain to the subversion of the public good as the central feature for focus on the public sector corruption versus private, wherein corruption occurs when those who are in charge of societies' "public goods" transform these goods into private goods. Although the aforementioned arguments focus on corruption in the public sphere, it is of interest to note, as another scholar pointed out, that the level at which corruption is investigated is the private, i.e. corruption as it occurs at the individual level (that is the private) whereas classical republican understanding focuses on corruption as a collective action problem. An imperative point is that all the above arguments focus on corruption at the output side of the equation. A more complex issue that arises in these studies is when corruption occurs at the intersection of public and private spheres, e.g. where "individuals engaging in corrupt behaviour within private companies for their own interest" affect the tax payers' money⁶⁶.

One such example is the latest financial crisis, where the actions of the private banking sector effectively affected tax payer money when banks needed to be bailed out by respective states.

This is concisely summarised in a comment by the World Bank: the problem of corruption lies at the intersection of the public and private sectors. It is a two-way street. Private interests, domestic and external, wield their influence through illegal means to take advantage of opportunities for corruption and rent seeking, and public institutions succumb to these and other sources of corruption in the absence of credible restraints. This intersection of public and private sectors is a “grey zone” that is under explored in the literature as well as the policy circles. A stark example of this “grey zone” where public and private lines are blurred is the concept of state capture⁶⁵.

State capture focuses on how the private sector exerts influence over the public sphere, mainly by shaping the formation of the basic rules of the game (i.e laws, rules, decrees and regulations), whether this be through illicit and non-transparent private payments to public officials/politicians, or politicians exercising power (see state capture section). The corruption in this case takes place on the input side of the equation, unlike other types of corruption that occur at the output end – such as a public servant exercising his/her power partially. Although the focus generally remains on public corruption it should be noted that the legal frameworks that have been developed/drawn, at least on the international and regional level (such as the European legislation and the Foreign Corrupt Practices Act of 1979) cater for both public and private corruption.

Clientelism, like corruption, has a very negative image, similar to corruption; clientelism was first viewed as a phenomenon mainly present in developing countries such as in Latin America and Southeast Asia as well as countries in transition. It was developed as a conceptual tool for understanding traditional societies (as it is evident in the initial anthropological and sociological case studies) where patron-client relationships were observed as social structures.

These were viewed from the lens of modernisation theory where it was assumed that it was a phenomenon that would eventually dissipate once a society began to modernise.

This, however, has not been the case. Instead, as most research on this subject increased, it has become apparent that clientelism is not confined to a certain evolutionary continuum of states' development but is a phenomenon found in both developing and developed countries and at different levels within societies and in various forms. The forms vary from the basic understanding of how political systems work with secondary concepts such as pork-barreling and special interest politics in a Western country such as the United States. Clientelism exists in all polities. The form it takes, its extent and its political functions vary enormously, however, across time and place⁶⁴.

In order to understand how and why clientelism is so closely associated with corruption it is important to first define what clientelism actually is. Political clientelism describes the distribution of selective benefits to individuals or clearly defined groups in exchange for political support. Clientelism as a type of informal institution "clientelism is a social relationship based on informal rules. The term has served varied uses – serving as shorthand for systems, institutions, or individuals that are somehow less than ideal. Effectively, there is no single agreed upon definition for what exactly constitutes clientelism as compared with corruption.

Corruption and clientelism are different notions. Clientelism is a form of social organisation, while corruption is an individual social behaviour that may or may not grow into a mass phenomenon. One can imagine clientelism without corruption, although the two often go hand in hand. In post-communist context, the two phenomena seem fused at the hip. As we have seen from the Venn diagram, clientelism and corruption are two separate concepts that have an

overlap, evidenced by the constant comparison/connection of them as shown by the abundance of research focused on comparing the two concepts. It is within the space of this overlap that they are confused. The overlap has different degrees; some scholars define clientelism as a structural form of corruption where the overlap makes separation of the two concepts difficult. A lighter degree of overlap focuses on the general comparison between the two, where the focus is on the similarities of the concepts in their own right as well as the overlap they share⁶⁷. Finally, others have tried to verify the link through exploring empirical similarities. The most difficult overlap between corruption and clientelism is to explore where clientelism is a type of corruption. This conceptual space is the prevalent one applied in the research to the studies of post-communist states, where clientelism is described as a structural form of corruption. Here the concepts are dependent upon each other; with clientelism as a form of social organisation and corruption seen as a form of individual social behaviour. As a structural feature of a society, it focuses on the social aspect of corruption. Clientelism can drive corruption through three different paths:

First, certain Clientelistic exchanges can be outrightly illegal such as vote-buying. Secondly, by undermining the ability of citizens to hold public officials accountable. Clientelism may in fact be creating “a culture of impunity” within which it is harder to punish individuals for corrupt behaviour. Thirdly, the demand for resources could work as a driver for politicians to utilise corrupt ways to acquire more resources. A suitable example that demonstrates the overlap between clientelism and corruption is the Chinese practice of *guanxi*. This ancient term refers to the informal institution of personal networks where a system of exchange exists around mutual services and the acceptance of a debt obligation. These networks are normally based on personal relations stemming from factors such as common village or region, having gone to the

same school, being in the same association, having served in the same military unit (somewhat reminiscent of the fraternity culture prevalent in many developed countries such as the United States)⁶⁴.

It is said to be deeply rooted in the Chinese culture, strongly tied in with the concept of honour “losing face” where the debt obligation is ensured through one social reputation, superimposed by the will to maintaining “face” in the group and with peers. If one were to obtain a favour through their guanxi network, and choose to not repay this debt, one would not only lose face in guanxi network but also risk losing access to this network as a whole; which tends to be part of one’s social networking as well. It is this informal institution that has been the focus of much of corruption studies centred on China, where guanxi is understood to be conducive to corruption. As the characteristics of guanxi networks share many of clientelist characteristics it is tempting to label guanxi as the Chinese form of clientelism (brokerage model). However, an aspect that is debated within the literature is the essential characteristic of hierarchy in a clientelistic relationship which is absent in the case of guanxi, the favour/service can be obtained from anyone.

Thus, there can be a high degree of clientelism without corruption but probably not high degrees of corruption without clientelism- Turning to the lower degrees of corruption, scholars have focused their attention on the similarities between the two concepts in order to explain the overlap between them. First of all, both clientelism and corruption concern the crossover between the private and public realm. Corruption is the abuse/misuse of public office for private gain, similarly clientelism stems from the same root its intention to generate ‘private’ revenue for patrons and clients and, as a result, obstruct ‘public’ revenue for members of the general community, who are not a part of the patron-client arrangement. The space of the

overlap has been explained by various scholars, one of which focuses on the similarities between the two concepts⁶⁶.

One of the main similarities is that the theories followed the same development path. At the outset both carried negative connotations— anthropologists focusing on clientelism, while political scientists were focusing on corruption. Both concepts were viewed as part and parcel of the development stages that states went through, effectively as phenomenon that would dissipate once a certain development stage was reached. Contrary to theory, both phenomena persisted in spite of economic development stages reached, resulting with them once again carrying the negative connotations as before. We shall go through a list of similarities between the two; both exist universally (can be found at the international level as well as local levels), can be divided into the same typologies, both merge when measuring the scale of political corruption, quantity and form of both changes according to time and region, these changes are due to both cultural reasons as well as socio-political systems, the cultural effect is one that needs to be focused upon. Another similarity is found in the fact that measures of corruption are often used as proxies for the extent of clientelism.

Other scholars have focused on differentiating the two concepts, one example is comparing corruption and clientelism with the example of a bribe being exchanged. The lack of personal element and the lack of continuity is an element of corruption which distinguishes it from clientelism.

In cases of corruption, you do not have to know the “partner” since this can be an unknown policeman who receives bribe from a conductor in order to forge a ticket. Conductor and policeman may never meet again, whereas patron and client are tight-knit, the process is an iterative one. Apart from the clientelistic/corruption overlap there is a further overlap that

clientelism shares with patronage, where patronage and clientelism as terms are used interchangeably in the literature. The strongest degree found where patronage is identified as a type of clientelistic exchange. The following section will first venture to define patronage followed by an exploration of the similarities of clientelism to patronage⁶².

A second concept that corruption is often entangled with is that of patronage. Patronage means different things in different disciplines. For the anthropologist it is a social relationship while for the political scientist, it is a way of governing; an electoral tool or an instrument for managing political relations. Other descriptions are organisational or governmental resource or simply the ways in which party politicians distribute public jobs or special favours in exchange for electoral support. For the purposes of this report, the political science understanding of patronage is the one that will be utilised as it appears to be the one more suitable to contemporary usage; patronage is a particularistic exchange that takes place between patron and client, where the object of exchange is that of public office, i.e. patron offers public office to the client in exchange for electoral support/political allegiance/etc. More simply understood as, appointments to positions in the state. That which varies is the end for which patronage is exercised. The diversity of ends most often sought is neatly summarised⁶¹.

The chief functions of patronage are:

- Maintaining an active party organization
- Promoting intra- party cohesion
- Attracting voters and supporters
- Financing the party and its candidates
- Procuring favourable government action
- Creating party discipline in policy making.

Patronage is associated as a phenomenon closely interlinked with the development stages of a state. Initially, patronage, as a subject-matter, was characterised as a phenomenon pertaining to developing states. However, a closer look at patronage reveals the phenomenon to be present in almost all polities whether developing or not. The scale and form are what varies, the difference stemming from the purpose for which patronage is utilised, as well as, by who plays the role of patron. Therefore, the following section will elaborate on the different goals for which patronage is utilised; maximisation of votes, as a means to achieve a stable political landscape and finally – as a means to strengthen a state/organisation.

Patronage and Corruption may in practice closely follow one another, as for example when patronage appointments are made for the purpose of providing private kickbacks or in return for bribes. In a similar vein, patronage is an important supporting condition for the survival of systemic corruption, in that it is through the appointment of bureaucrats and other state personnel loyal to party politicians that operations designed to place checks on the activities of politicians are often effectively covered up. Patronage and corruption overlap, however this overlap is of different types. Patronage can at times “lead” to corruption while at other times it is itself corruption. As a starting point, the concept of party patronage is not as penetrating as corruption; it is done in the open and not under the table as most corruption deals are. However, the overlap into corruption is obvious when these appointments are done “for the purpose of providing private kickbacks” or more so “in return for bribes.” Furthermore, patronage is the necessary condition for the emergence of the three particularistic exchanges [clientelism, pork barrel and corruption] since it is mainly due to their ability to control state positions that parties are able to manipulate state resources in clientelistic or corrupt ways⁶⁶.

The term patrimonialism is a term used by one of Max Weber's typologies for traditional authority/governance modes. Max Weber defined patrimonialism as a special case of patriarchal domination – domestic authority decentralised through assignment of land and sometimes of equipment to sons of the house or other dependents. Weber's original definition extrapolated patriarchal domination on to a larger canvas, effectively from the scale of the household to investigate social structures and governance systems (state level), where the model was applied to the heterogeneous empires, such as the Roman and Ottoman, in order to analyse the governance systems. Patrimonialism is a concept constantly used as a synonym, as well as interchangeably, with corruption, especially in the context of explaining the embeddedness of corruption in the African continent. In fact, some scholars refer to patrimonialism as a theory of corruption that can explain corruption in relation to the supposed specificity of African political systems. However, utilising such a narrow approach not only does injustice to the concept but also negates the fact that like clientelism and patronage, patrimonialism too, is a concept in its own right. Over the years the concept has undergone various applications as well as different ways of nuancing; some scholars have applied it as a universal concept; applicable to all countries whether developing or developed states⁶⁷.

The essence of patrimonialism that pervades the scholarship and unites the above described applications and nuances, is succinctly summarised by another scholar as the essential feature of patrimonial regimes [is]...the exchange of resources (jobs, promotions, titles, contracts, licenses, immunity from the law, etc.) between key figures in government and strategically located individuals: trade union leaders, businessmen, community leaders, and so forth. In return for these resources, the government or heads of state receive economic and political support. The emphasis is on the personal nature of the exchange: virtually all the analyses that

have resorted to the term have been informed, either explicitly or implicitly, by the model of the patron-client relationship. As this quote clarifies, the concept of patrimonialism is based on the basic patron-client model. It can be viewed as a metamorphosis of clientelism and patronage, or perhaps as encompassing these two characteristics. The difference however lies within who is exercising this. As patrimonialism is a mode of governance derived from the concept of patriarchy the focus is upon the “head” of the organisation. Scholars viewed governance in opposites and in fact took it a stage higher when investigating the grey zones that perpetuate within society – in this case within the theory of patrimonialism. Scholars today have continued to utilise this comparative outlook by juxtaposing patrimonial against rational-legal structures, in majority of the research surrounding the concept. The table below neatly summarises the differences between patrimonialism and the rational legal models.

The most complicated overlaps within the literature is that of patrimonialism and corruption. The ostensible complication is the apparent similarities that explain the utilisation of the terms as synonyms are: both were concepts came to the fore during the 60s and 70s, in that case as issues of the “other” wherein they were applied to developing states, or “new states.” From a conceptual approach, the problem is that scholars have assigned patrimonialism as a theory of corruption, without systematically comparing the two. Instead, the treatment remains limited to a brief sentence or two where the reader is left to decide how or in what manner the patrimonial feature is corrupt. Within the literature, the undercurrent that appears to be the reason for patrimonialism to be used synonymously with corruption is because it is a mode of governance that conflicts with the ideal-type exercised by liberal democratic rule-of-law states. Instead of following Weber’s legal-rational model, states that follow the traditional mode of authority

(that is, patrimonialism) are viewed from a evolutionist aspect, where all ills within these states, whether African or not, stems from the root cause of patrimonialism⁶⁷.

Out of all the above side-lying concepts, state capture is the youngest, and is viewed as a clear type of corruption, wherein the initial definition offered was as follows “shaping the formation of the basic rules of the game (i.e. laws rules, decrees and regulations) through illicit and non-transparent private payments to public officials.” It is the only area that fully encapsulates one of the largest “grey zones” within corruption research – that is the interaction of the private and public sectors, i.e. a predatory group of individuals (whether in the shape of firms or local elites) and the state itself. The state is captured through policy mechanisms being dictated by and in favour of the private actors (firms, local elites) at a significant social cost; effectively the private sphere dictates the public sphere. However what remains under contention is where the line is drawn between where it stops being a healthy democratic process to corruption? An example is that of private sector lobbying in the USA. Many researchers attempt to investigate the effect of the private sector upon the state; specifically, within the transition states of the former USSR at the recognition that powerful firms have been able to capture the state and collude with public officials to extract rents through the manipulation of state power. A second strand of state capture research takes conceptualisation from focusing on economic agents to focusing on agents within a state (e.g. local elites).

Several authors have recently identified particularism in public policy as a central ingredient of corruption. The opposite to particularism, according to these authors is the impersonal rule of ethical universalism or impartiality in the exercise of public power. What does it mean to be impartial in the exercise of public power? It is, to treat people alike, irrespective of personal relationships and personal likes and dislikes”. The connection to corruption is motivated by the

fact that impartiality is the driving notion behind John Rawls' liberal right-based theory of justice. The antithesis of justice is favouritism. In this context, impartiality is not a demand on actors on the input side of the political system, but first and foremost an attribute of the actions taken by civil servants and professionals in public service, law enforcement personnel and the like.

In the 1980s' the increased research on corruption in academic field was not reflected within the policy circles in the policies that were being fleshed out. This was especially evident within major international policy institutions such as the World Bank and the International Monetary Fund (IMF). However, in the 1990s the concept was re-formulated as an economic problem. One such market-centered formulation is that offered by a renowned scholar as: "A corrupt civil servant regards his public office as a business the income of which he will...seek to maximize. The office then becomes a 'maximizing unit.' The size of his income depends...upon the market situation and his talents for finding the point of maximal gain on the public's demand curve"⁶⁸.

The conceptualisation of corruption from the economic perspective gained momentum once corruption was identified as a deterrent to economic growth and development of nations, applicable especially to developing and transition nations⁶⁹. Studying corruption as an economic phenomenon relates not only to the "economic advantage" in the form of bribes and kickbacks but also to subfields such as public finance, industrial organisation as well as the economics of crime and the role of the "invisible foot" in these subfields⁷⁰. Another scholar makes clear, by looking at the kinds of resources transferred, a distinction has been made between corruption in economic terms and corruption in social terms⁷¹. Economic corruption takes place in a market-like situation and entails an exchange of cash or material goods,

effectively making market-centred definitions a morally neutral, or “rational” way of applying economic methods and models for the analysis of politics⁷². As another scholar clarifies: ...corrupt acts, qua corrupt acts, are neither good nor bad; they are simply the manifestation of interests, which are equal – in any normative sense – to any other interests in the competitive sea⁷³. Social corruption, on the other hand, is conventionally understood as an integrated element of clientelism, where social aspects are involved, that is, the way people relate to each other, one form of which is interpersonal domination. A researcher elaborates, “corruption takes many forms clientelism, nepotism, ethnic and other favoritism are all variants of corruption, in social terms. Another example of social corruption is as a social condition pointing to its effect upon the law. This is succinctly demonstrated by a scholar in his analysis of corruption in the writings⁷⁴.

Corruption is the loss of military virtue and therefore the inability to maintain the social cohesion and enforce the laws of the state. The laws of the state become corrupt when sects of persons in positions of authority misuse their magistracies for the purpose of personal or sectional gain, or in a way that circularly harms the maintenance and development of the virtue of the people⁷⁵. On the policy side, the reformulation of corruption as an economic issue brought it within the purview of the mandates governing the institutions of the World Bank and IMF as well as other international organisations. The market-centred definition of corruption neatly severed itself from the behavioral definitions that surround the public office and public interest definitions. As a result, the concept of corruption was seen as no longer constituting a national political problem, but as an economic problem that crossed borders and affected us all⁷⁶. The “Bretton Wood Twins” soon treated corruption as an obvious aspect of the normative

good governance agenda that was promoted as part and parcel of the policy world, once again aimed at the developing world.

This focus of good governance is still prevalent at the time of writing; however, at present the perception of corruption as a phenomenon limited to transition/developing countries (as an issue considered to be tied in with modernisation or economic development theories) is no longer as dominant. In fact, corruption is admitted as a problem to be found within the developed world, not least within the countries in the European Union Charron, Lapuente and Rothstein⁷⁷. It should be added that two prominent economists – the former chief economist at the World Bank, Daniel Kaufmann and the former chief Economist at the International Monetary Foundation, both have analysed the economic crash that started with the fall of the Wall Street investment bank Lehman It is worth citing that: “If anybody thought that the governance and corruption challenge was a monopoly of the developing world . . . that notion has been disposed completely”⁷⁸.

The sociological perspective of corruption is a latecomer to the corruption debate however one that makes an important contribution⁷⁹. Unlike the prevalent liberal approach (where the focus has remained upon the individual (i.e. the public official), the sociological aspect investigates the state-people linkage; veering focus away from the individual, raising it to the organisational level and effectively bringing into focus the society at large. At the centre of the sociological approach is the evolving character of the state-society relation which is looked at to understand how corruption is operating; wherein the individual finds himself/herself⁸⁰. This approach redirects attention to the organisational behaviour and organisational rationality which is an advantage because it takes into account the evolving character of corruption in association with

the evolving character of the state (as organisation). A model of corruption helps gain an overview of this nuanced approach:

- (a) Betrayal of trust;
- (b) Deception of a public body, private institution, or society at large;
- (c) Deliberate subordination of common interests to specific interests;
- (d) Secrecy of execution;
- (e) The involvement of more than one person or party;
- (f) The presence of mutual obligations and benefits, in pecuniary or other form;
- (g) The focusing of attention on those who want definite decisions and those who can influence them;
- (h) The attempt to camouflage the corrupt act by some form of lawful justification; and
- (I) The expression of contradictory dual functions by those committing the acts⁸¹.

This involves important nuances that can be detected by characteristics (b) and (c) where the collective is weighed in heavily versus the individual. This aspect, where the changing character of the organisation is taken into account, is one that remains overlooked within current corruption research; resulting in the non-detection of the presence of corruption within developed countries, where a “primary” understanding of corruption is still utilised. In contrast to the “primary” understanding, the nature of corruption has altered due to the alteration of the state and its functions wherein it exists. An important analysis of this is presented by a scholar who investigates corruption at the state level in relation to the so called “New Public

Management” reforms that has been instilled in the United Kingdom and some other Western countries⁸².

2.4 Conceptual Framework

Corruption has been explored within majority of the academic disciplines; however, there is a gap within this current research, where the utilisation of corruption as an umbrella concept is for the most part absent. This research intends to fill this gap by developing a core understanding that acts as a connector to side-lying concepts with which it is regularly utilised, such as clientelism, patronage and patrimonialism. The idea is to use corruption as an umbrella concept for this family of related concepts. The starting point will be to investigate the different conceptualisations that exist within the different disciplines.

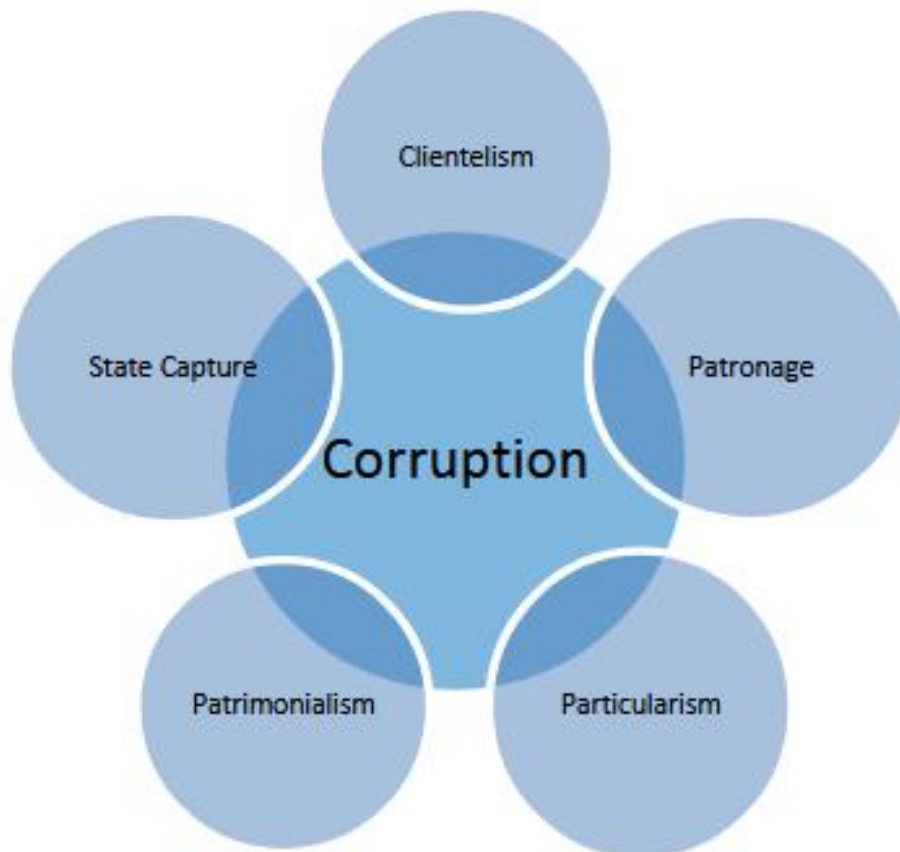


Figure 2.2: Anti-corruption Policies Revisited: Global Trends and European Responses to the Challenge of Corruption, 2012 -2017

Source:⁸³

2.5 Summary of Gap in Literature Reviewed

The review of the literature has shown that the focus of extant studies has mostly been on the national level with several studies examining corruption in Nigeria as a whole. Other studies have also studied corruption in Nigeria as a global trend as well as something peculiar to sub-saharan Africa. These studies have been useful in identifying the typology of corruption as it applies to Nigeria and in highlighting the effect of corruption on national development. The works have thus provided a framework for studying corruption in Nigeria and its effect on good governance. However, the findings of these studies cannot be holistically applied to the federating units of Nigeria.

Despite its imperfections, Nigeria is a federal state made up of thirty-six states with some level of autonomy to run their affairs as they deem fit. Because of the focus on the federal government, many state governments may be getting away with corrupt practices. State governments, civil servants, and politicians are not immune from corrupt practices. However, researchers rarely focus on them to determine how their activities affect governance at the state level. This study therefore is aimed at filling the gap created by low level of attention to corruption in state government and its impact on good governance taking Oyo state as a case study.

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Three Chapter

Methodology

3.1 Research Design

This research employed mixed methods to gain insights into corruption in the Nigerian Civil Service. Descriptive analysis was utilized to examine the issue of corruption in the Nigerian Civil Service.

The researcher opted the use of questionnaire and interview. The purpose of the face-to-face interviews with the respondents is to objectively capture the study objectives, drawing upon civil service perceptions from an outsider's viewpoint. The use of questionnaire and interview methods offered several advantages. Ideas could be followed up, and reactions were probed

further. The response rate tended to be higher than when questionnaire surveys were conducted¹.

The questionnaires were used in this research due to concerns about ambiguous wording, ill-defined categories, and the need for adequate measuring instruments for the subject. The interview method was employed to address some of the problems encountered in questionnaire-based research, such as ambiguous words, ill-defined categories, and inadequate measuring instruments for the subject under investigation (Corruption and Public Governance in Nigeria: A case study of Oyo State Civil Service), as it required considerable time and cooperation from the interviewees.

Secondary sources of data, including printed materials such as literature texts, government publications, journals, seminar and conference papers, newspapers, textbooks, periodicals, and bibliographies on corruption and public governance in Nigeria: A Study of Oyo State Civil Service, were also utilized. Additionally, non-printed materials from the internet and other relevant sources were employed for this research.

3.2 Population of the Study

The population of study comprised of the Oyo State Civil Service Commission, Oyo State Hospital Management Board, Oyo State Ministry of Local Government and Chieftaincy, Oyo State Ministry of Youth and Sports, Oyo State Ministry of Information & Orientation, Oyo State Ministry of culture and Tourism, Oyo State Ministry of Establishment & Training, Oyo State Noble 107.1FM (Radio Correspondence), Oyo State Anti-Corruption Agency and Oyo State House of Assembly Correspondence². Tables 4.1 shows the demographic distribution of all respondents.

3.3 Sample and Sampling Techniques

The sampling technique for this study was a purposive sampling technique as the researcher selected only the respondents considered capable of answering the questions for the research. This was because most of the information was derived through structured questionnaires and face-to-face interviews with key stakeholders in the Oyo State Civil Service, as it was related to this research, titled "Corruption and Public Governance in Nigeria: A Study of Oyo State Civil Service."

3.4 Description of the Research Instruments

Due to the nature of the current study, which was a mixed-method research with a structured questionnaire and interview guide adopted as the primary data collection instrument, the questionnaire was structured to capture the objectives of the study. The interview guide contained open-ended questions and statements that had been drawn from literature on the role of corruption in good governance in Oyo state of Nigeria. The questions were constructed in such a way that they helped in obtaining the needed information without offending the sensibilities of the respondents.

During the course of carrying out this research, purposive sampling was used through face-to-face interviews to measure the influence of corruption on the efficiency in civil service delivery to the people of Oyo State and its environs.

3.5 Validity of the Research Instruments

Validity refers to the ability of a research instrument to measure the constructs it is designed to measure³. The research instrument for this study was examined for content and face validity.

This was done by the supervisor and other experts in the field. The corrections made after this was be incorporated to ensure the validity of the instrument.

3.6 Reliability of the Research Instruments

Reliability focused on the ability of a research instrument to measure accurately what it was expected to measure when administered to similar populations. The reliability of the questionnaire used in this study was also tested using various established methods such as Cronbach's Alpha reliability analysis. Cronbach's Alpha is a statistical measure used to assess the internal consistency of a set of questionnaire items. It indicates the extent to which all the items in a questionnaire are measuring the same underlying construct. In this case, it was used to ensure that the questionnaire items were consistent in measuring the intended aspects related to corruption and public governance.

The researcher planned to calculate Cronbach's Alpha for the questionnaire items related to corruption and public governance. A high Cronbach's Alpha value (typically above 0.70) indicates good internal consistency, suggesting that the questionnaire items are reliable in measuring the construct. This analysis was important to ensure that the responses gathered through the questionnaire were consistent and could be relied upon to draw meaningful conclusions⁴.

3.7 Administration and Method of Data Collection

The research instrument was administered physically to the respondents by the researchers and trained research assistants who were briefed on the objective of the study and the procedure to follow in data collection. The researcher plans to distribute a structured questionnaire and conduct a face to face interview with the respondent, assisted by trained research assistants. A

letter of introduction was obtained from Lead City University which was presented to the authorities in each government ministry.

3.8 Method of Data Analysis

The data collected through a structured questionnaire was rigorously analyzed using a combination of descriptive and inferential statistics. This approach allowed for a comprehensive exploration of the research questions and hypothesis. In addition to descriptive statistics, inferential statistics, specifically regression analysis, played a pivotal role in this research. Regression analysis was chosen as the primary method to test the hypothesis. It allowed for a deeper examination of the relationships between variables and the prediction of outcomes. In this case, regression analysis was instrumental in assessing the impact of bureaucratic corruption on public governance within the Oyo State Civil Service. By employing regression, the research aimed to uncover patterns, associations, and potential causal relationships within the data, providing valuable insights into the complex dynamics of corruption and governance.

The data collected via interview in the process of this study was analysed to capture themes and patterns, answer research questions, and identify actions to take to improve the situation. Content and thematic analysis were adopted for data analysis. Content analysis is a research method that examines and quantifies the presence of certain words, subjects, and concepts in text, image, video, or audio messages. The method transforms qualitative input into quantitative data to help the researcher make reliable conclusions from the responses received from respondents⁴. Thematic analysis was used where relevant. Thematic analysis is a qualitative data analysis method that involves searching across a data collection to locate, analyse, and

report on repeating patterns⁵. It is a data description approach, but it also requires interpretation in the processes of selecting codes and generating themes.

Endnotes

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Chapter Four

Results and Discussion of Findings

Data from responses to the questionnaire, which functioned as the study instrument, are displayed and evaluated in this chapter. In this study, the data were analyzed using the descriptive analysis method.

4.1 Demographic Analysis

This study covered the ‘Bureaucratic Corruption and Public Governance in Nigeria: A Study of Oyo State’. Out of 150 copies of questionnaire distributed, only 130 individuals from various Ministries of Oyo state completed the research questionnaire that this made up the sample size for the study, yielding an astounding 87% return rate. Data gathering was made simpler and enabled for the collection of information from a variety of stakeholders within the Oyo State Civil Service with the usage of a Google Form and physical or printed copies. An extensive summary of these details is provided in the table below.

Table 4.1: Respondents’ Response Rate

Sample Size	Number	Percentage
Correctly filled and returned	130	87%
Not Returned and not filled	20	13%
Total	150	100%

Source: Researcher’s Field Results, 2023

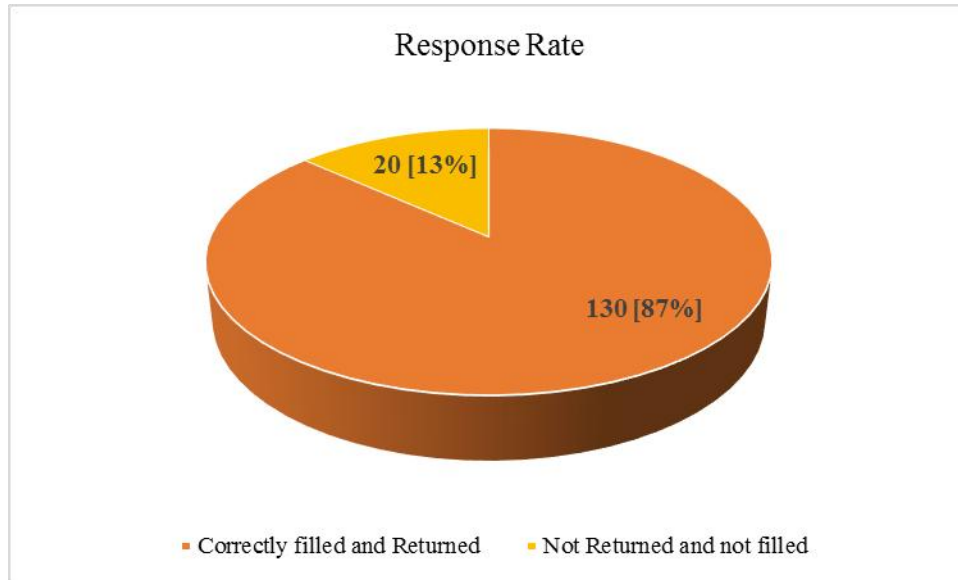


Figure 4.1: Response rate across the selected study areas

Source: Author's Fieldwork, 2023

The demographic distribution of respondents in Table 4.1 provides valuable context for understanding the perspectives and insights gathered in the study. Researchers should consider these demographic factors when analyzing and interpreting the survey data and when making recommendations or drawing conclusions based on the findings [Table 4.1].

Table 4.1: Demographic distribution of respondents (n= 130)

Name of Organisation	Frequency	Percentage (%)
Oyo State Civil Service Commission	17	13.1%
Oyo State Hospital Management Board	13	10.0%
Oyo State Ministry of Local Government and Chieftaincy	15	11.5%
Oyo State Ministry of Youth and Sports	17	13.1%
Oyo State Ministry of Information & Orientation	14	10.8%
Oyo State Ministry of culture and Tourism	13	10.0%
Oyo State Ministry of Establishment & Training	11	8.5%
Oyo State Noble 107.1FM (Radio Correspondence)	8	6.1%
Oyo State Anti-Corruption Agency	12	9.2%
Oyo State House of Assembly Correspondence	10	7.7%
	130	100%
Gender	Frequency	Percentage (%)
Male	76	58.5%
Female	54	41.5%
Total		100%
Age		
18-24	18	13.9%
25-34	28	21.5%
35-44	41	31.5%
45-54	33	25.4%
55 and above	10	7.7%
Total	130	100%

Marital Status		
Single	31	23.8%
Married	83	63.9%
Separated	9	6.9%
Divorced	7	5.4%
Total	130	100%
Educational Qualification of the Respondents		
Bachelors	101	77.7%
Masters	23	17.7%
Doctorate	6	4.6%
Total	130	100%
Years Spent in civil service		
Below 3years	16	12.3%
3-5years	68	52.3%
6-10years	35	26.9%
Above 10 years	11	8.5%
Total		100%

Source: Author's Fieldwork

Table 4.1 provides demographic information about the respondents in a study, which includes data on their organization, gender, age, marital status, educational qualification, and years spent in civil service. Here's an interpretation of the table with potential implications:

Organization Distribution: The table shows that the respondents are affiliated with various organizations in Oyo State. Oyo State Civil Service Commission, Oyo State Ministry of Youth and Sports, and Oyo State Ministry of Local Government and Chieftaincy have the highest

representation, each around 13%. The implications could be that the study has gathered a diverse sample from different government bodies, which may help in obtaining a well-rounded perspective on the research topic.

Gender Distribution: The gender distribution indicates that 58.5% of the respondents are male, while 41.5% are female. This suggests a gender imbalance, which could have implications for the study's findings, as gender-related factors may need to be considered in the analysis or recommendations.

Age Distribution: The age distribution shows that the majority of respondents fall within the age groups of 25-34 (21.5%) and 35-44 (31.5%). This might imply that the study primarily captures the perspectives of mid-career civil servants, which could influence the recommendations made based on the survey results.

Marital Status: A significant number of respondents are married (63.9%), while a smaller percentage is single (23.8%). Understanding the marital status of respondents may be relevant if the study explores work-life balance or family-related issues within the civil service.

Educational Qualification: The majority of respondents hold bachelor's degrees (77.7%), followed by those with master's degrees (17.7%) and doctorates (4.6%). This suggests a highly educated sample, which could impact the sophistication of their responses and the types of challenges or opportunities they identify in their roles.

Years Spent in Civil Service: Respondents' years of experience in civil service vary, with the largest group having 3-5 years of experience (52.3%). Those with over 10 years of experience make up the smallest group (8.5%). The distribution implies that a significant portion of

respondents are relatively early in their civil service careers, potentially influencing their perspectives on certain issues compared to more experienced colleagues.

4.2 Presentation of Data

Research Question One: What factors contribute to corruption within the Oyo State Civil Service?

The factors that contributed to corruption within the Oyo State Civil Service is presented in Table 4.2 below. Table 4.2 serves as a comprehensive snapshot of the factors contributing to corruption within the Oyo State Civil Service, offering valuable insights into the prevalent issues and perceptions among respondents. It provides a data-driven foundation for policymakers and stakeholders to understand the key drivers of corruption and formulate targeted strategies to address them, ultimately working towards a more transparent and accountable civil service.

Table 4.2: Factors that contribute to corruption within the Oyo State Civil Service

A	Determine whether corruption has improved/ reduced governance	SA	A	U	D	SD	Total
1	Government properties have been used to Influence the career /advancement of public officials friends or relatives	34 26.2%	46 35.4%	12 9.2%	21 16.2%	17 13.1%	130 100%
2	Most of the award or contracts are to companies/ individuals close to themselves	23 17.7%	41 31.5%	13 10%	26 20%	27 20.8%	130 100%
3	Using public funds or property for personal or family needs is a common factor	24 18.5%	37 28.5%	11 8.5%	28 21.5%	30 23.1%	130 100%

4	Taking bribes or gifts to influence public contracts or public decisions	19	39	11	23	38	130
		14.6%	30%	8.5%	17.7%	29.2%	100%
5	Manipulating government records or public accounts	21	40	10	24	35	130
		16.1%	30.8%	7.7%	18.5%	26.9%	100%
6	Bribe help to make governance easy in the civil service	27	37	15	21	30	130
		20.8%	28.5%	11.5%	16.1%	23.1%	100%

Source: Author's Fieldwork

Interpretation

The table provides valuable insights into the factors contributing to corruption within the Oyo State Civil Service, with respondents offering their opinions on the extent to which these factors influence corruption and governance.

The data reveals that a significant portion of respondents (over 61%) believe that government properties are used to influence the career advancement of public officials' friends or relatives. This indicates a perception of nepotism and favoritism within the civil service, where personal connections play a role in career progression. Such practices can undermine merit-based systems and foster corruption, as jobs and promotions should ideally be awarded based on qualifications and performance. Addressing this issue is crucial for promoting transparency and fairness in the civil service.

Almost half of the respondents (around 50%) agree that contracts are frequently awarded to individuals or companies closely associated with civil service officials. This finding highlights concerns about potential conflicts of interest and the need for transparent and competitive procurement processes. Addressing this issue can help reduce corruption by ensuring that contracts are awarded based on the best interests of the public rather than personal relationships.

Nearly half of the respondents (about 47%) believe that public funds or property are commonly misused for personal or family needs. This perception indicates a significant problem with the misappropriation of public resources, which can have severe consequences for service delivery and public trust. Effective oversight and accountability mechanisms are essential to curb such practices and ensure that public resources are used for their intended purposes.

While there is no clear consensus, a substantial percentage (almost 45%) agree or strongly agree that bribes or gifts are used to influence public contracts and decisions. This suggests that bribery may be a factor in corrupt practices within the civil service. Strengthening anti-corruption measures, improving ethics training, and encouraging whistleblowing can help combat such practices and promote integrity in decision-making processes.

About 47% of respondents agree or strongly agree that government records or public accounts are manipulated. This finding raises concerns about the integrity of financial and administrative records. Transparent record-keeping and robust auditing processes are essential to ensure the accuracy of government data and prevent fraudulent activities that can erode public trust.

Over 49% of respondents believe that bribes help make governance easier within the civil service. This perception is troubling, as it suggests that bribery is seen as a means to expedite processes and gain favorable treatment. To combat this perception, efforts should focus on strengthening ethical values, providing better training, and establishing clear procedures to streamline governance without resorting to corrupt practices.

In summary, the data in the table highlights significant concerns about corruption within the Oyo State Civil Service, including issues related to nepotism, contract awarding practices, misuse of public resources, bribery, record manipulation, and the acceptance of bribes to

facilitate governance. Addressing these issues is critical for improving transparency, accountability, and public trust in the civil service, ultimately leading to better governance and reduced corruption.

Research Question Two: How does the populace perceive the importance of governance?

The second research question assessed the importance of governance as perceived by the populace (See Table 4.3). By examining the public's perception of governance in Table 4.3, the second research question delves into the critical issue of how the populace views the effectiveness and fairness of governance within the context of the Oyo State Civil Service.

Table 4.3: Perception of the populace on the importance of governance within Oyo State Civil Service

A	Perception of populace on the importance of governance	SA	A	U	D	SD	Total
1.	Governance is seen by the populace as favouring personal connections over merit and competence	21 16.1%	36 27.7%	14 10.8%	22 16.9%	37 28.5%	130 100%
2.	Governance is perceived by the populace as inefficient and bribery becomes a necessary means to access basic services	20 15.4%	33 25.4%	13 10%	20 15.4%	44 33.9%	130 100%
3.	Governance is viewed by the populace as corrupt, where both public officials and citizens are complicit	18 13.8%	35 26.9%	12 9.2%	22 16.9%	43 33.1%	130 100%
4.	Governance is perceived by the populace as corrupt and self-serving	27 20.8%	37 28.5%	15 11.5%	28 21.5%	23 17.7%	130 100%
5.	Governance is viewed by the populace as selective and unjust	30 23.1%	36 27.7%	20 15.4%	22 16.9%	22 16.9%	130 100%

6.	Governance is seen by the populace as dysfunctional and corrupt	24	37	11	28	30	130
		18.5%	28.5%	8.5%	21.5%	23.1%	100%

Source: Author's Fieldwork

The table provides valuable insights into the perception of the populace regarding the importance of governance within the Oyo State Civil Service. Respondents were asked to express their opinions on various aspects of governance, and the table presents the percentages of respondents who strongly agree (SA), agree (A), are undecided (U), disagree (D), or strongly disagree (SD) with each statement. Let's examine the implications of these perceptions in six paragraphs:

The data indicates that a significant portion of the populace (over 43%) believe that governance in Oyo State favors personal connections over merit and competence. This perception raises concerns about nepotism and favoritism, which can undermine the effectiveness of public institutions. It implies that there is a need to promote merit-based practices and ensure that appointments and promotions are based on qualifications and performance rather than personal relationships.

Approximately 49% of respondents either agree or strongly agree that governance inefficiency in the civil service makes bribery a necessary means to access basic services. This perception is alarming, as it suggests that citizens feel compelled to engage in corrupt practices to receive essential services. To address this issue, there is a need to improve the efficiency and transparency of service delivery to reduce the reliance on bribery.

Over 60% of respondents perceive governance in Oyo State as corrupt, with both public officials and citizens being complicit in corrupt practices. This perception highlights a significant trust deficit in the government and suggests that anti-corruption efforts need to be strengthened to address corruption at all levels and among all stakeholders.

Nearly 50% of respondents believe that governance is perceived as self-serving. This implies that the public sees government officials prioritizing their own interests over the welfare of the citizens. To regain public trust, efforts should focus on promoting public service ethics and ensuring that government officials act in the best interests of the people.

Governance within the civil service is perceived as selective and unjust. This perception raises concerns about fairness and equity in public administration. Addressing this perception requires measures to ensure that government policies and actions are transparent, impartial, and considerate of all citizens' needs and rights.

A significant portion of respondents (almost 42%) perceive governance as both dysfunctional and corrupt. This perception suggests that citizens view the government as ineffective in addressing their needs and tainted by corrupt practices. To improve governance, there is a need for comprehensive reforms that enhance efficiency, accountability, and transparency within the civil service.

In summary, the data in the table underscores the importance of addressing the negative perceptions of governance within the Oyo State Civil Service. These perceptions range from favoritism and corruption to inefficiency and injustice. To rebuild public trust and enhance governance, policymakers and civil service authorities should focus on promoting merit-based

practices, reducing corruption and inefficiency, ensuring fairness, and actively engaging with the concerns and expectations of the populace.

Research Question Three: What are the consequences of corruption on governance within the Oyo State Civil Service?

By investigating the impact of corruption on governance within the Oyo State Civil Service, the third research question aims to uncover the consequences of corrupt practices on the effectiveness and credibility of public administration. The data presented in Table 4.4 provides a quantitative assessment of these effects, offering policymakers and stakeholders valuable insights into the urgent need for anti-corruption measures and governance reforms to restore public trust and improve service delivery.

Table 4.4: Consequences of corruption on governance within the Oyo State Civil Service

SN	Consequences of corruption on governance within the Oyo State Civil Service	SA	A	U	D	SD	Total
1.	Corruption has made bureaucratic procedure easy and fast	26 20%	40 30.8%	18 13.8%	21 16.5%	25 19.2%	130 100%
2.	It has lower the morale and demotivation among deserving employees.	23 17.7%	41 31.5%	14 10.8%	26 20%	26 20%	130 100%
3.	It has led to weak governance	21 16.1%	42 32.3%	12 9.2%	28 21.5%	27 20.8%	130 100%
4.	It has brought about irregular polices that affect the public and the civil service	23 17.7%	40 30.8%	13 10%	23 17.7%	31 23.8%	130 100%
5.	Loss of trust in the fairness of the	21	38	13	24	34	130

	promotion process	16.1%	29.2%	10%	18.5%	26.1%	100%
6.	Recruitment of unqualified individuals	21	37	14	21	37	130
		16.1%	28.5%	10.8%	16.1%	28.5%	100%
7.	Corruption has led to poor administrative procedures	20	36	15	22	37	130
		15.4%	27.7%	11.5%	16.9%	28.5%	100%
8.	Corruption has led to poor access of the civil service commission by the public	22	38	17	23	30	130
		16.9%	29.2%	13.1%	17.7%	23.1%	100%

Source: Author's Fieldwork

Table 4.4 provides insights into the consequences of corruption on governance within the Oyo State Civil Service, with respondents expressing their opinions on various aspects of how corruption affects public administration. The table presents the percentages of respondents who strongly agree (SA), agree (A), are undecided (U), disagree (D), or strongly disagree (SD) with each statement. Here are the implications of these findings in eight paragraphs:

The data indicates that 50.8% of respondents agree or strongly agree that corruption has made bureaucratic procedures easier and faster within the civil service. While this might suggest increased efficiency, it can also imply that corruption is prevalent, with individuals seeking shortcuts through bribes or influence. The implications are twofold: first, the need to address corruption to ensure integrity in administrative processes, and second, to streamline procedures legitimately for improved efficiency.

Over 49% of respondents agree or strongly agree that corruption has lowered morale and demotivated deserving employees. This is a significant concern as it suggests that merit-based recognition and rewards may be compromised by corrupt practices such as favoritism. To

improve governance, addressing this issue is crucial to ensure that hardworking and qualified employees are not discouraged.

Around 48.5% of respondents agree or strongly agree that corruption has led to weak governance within the civil service. This perception highlights the broader implications of corruption on the effectiveness and credibility of public administration. It underscores the need for comprehensive anti-corruption measures to strengthen governance structures and processes.

Approximately 48.5% of respondents feel that corruption has led to irregular policies affecting both the public and the civil service. This suggests that corrupt practices might influence policy decisions, potentially leading to skewed outcomes that favor certain interests over the public good. Addressing this issue is essential to ensure that policies are formulated and implemented in a fair and transparent manner.

About 42.3% of respondents agree or strongly agree that corruption has resulted in a loss of trust in the fairness of the promotion process. This perception is concerning, as it erodes confidence in the civil service's ability to reward merit and competence. To restore trust, anti-corruption efforts should focus on ensuring that promotions are based on qualifications and performance.

A significant proportion of respondents (44.6%) believe that corruption has led to the recruitment of unqualified individuals. This perception raises concerns about the competency and effectiveness of the civil service. Addressing this issue requires transparent and merit-based recruitment processes.

Over 43% of respondents agree or strongly agree that corruption has led to poor administrative procedures. This perception underscores the need to reform administrative processes to reduce corruption vulnerabilities and improve overall efficiency and effectiveness.

Nearly 46.1% of respondents agree or strongly agree that corruption has led to poor public access to the civil service commission. This suggests that corruption may be a barrier to citizens' engagement with government services. Ensuring equitable access and transparency in interactions with the civil service is essential for good governance.

In summary, the data in Table 4.4 highlights the multifaceted consequences of corruption within the Oyo State Civil Service, ranging from compromised efficiency to the erosion of trust and fairness. Addressing these issues requires a comprehensive approach, including robust anti-corruption measures, merit-based recruitment and promotion processes, and reforms to enhance the overall integrity and effectiveness of public administration.

Research Question Four: To what degree has corruption undermined effective governance within the Oyo State Civil Service?

By investigating the relationship between corruption reduction and enhanced governance within the Oyo State Civil Service, the fourth research question aims to provide valuable insights into the potential benefits of anti-corruption efforts. The data presented in Table 4.5 offers a quantitative assessment of this connection, which is crucial for policymakers to understand the positive impacts of corruption reduction on governance and motivate the implementation of effective anti-corruption measures.

Table 4.5: Extent at which corruption undermine effective governance within the Oyo State Civil Service

SN	Role of corruption in undermining effective governance among Oyo State Civil Service	SA	A	U	D	SD	Total
1.	Corruption is a significant barrier to the effective functioning of the Oyo State Civil Service	21 16.1%	36 27.7%	12 9.2%	22 16.9%	39 30%	130 100%
2.	Corruption negatively impacts the quality of public services provided	20 15.4%	37 28.5%	18 13.9%	28 21.5%	27 20.8%	130 100%
3.	Efforts to combat corruption within the Oyo State Civil Service have been effective	24 18.5%	38 29.2%	16 12.3%	25 19.2%	27 20.6%	130 100%
4.	Nepotism and favouritism play a significant role in recruitment and promotion within the Oyo State Civil Service	25 19.2%	41 31.5%	14 10.8%	22 16.9%	28 21.5%	130 100%
5.	The prevalence of bribery and embezzlement negatively affects the morale of civil servants in Oyo State	24 18.5%	42 32.3%	16 12.3%	24 18.5%	24 18.5%	130 100%
6.	Lack of transparency in decision-making processes within the Oyo State Civil Service contributes to	23 17.7%	40 30.8%	14 10.8%	26 20%	27 20.8%	130 100%

corruption						
7. Efforts to hold corrupt individuals accountable within the Oyo State Civil Service are consistently successful	27	38	15	25	25	130 100%
	20.8%	29.2%	11.5%	19.2%	19.2%	

Source: Author's Fieldwork

Table 4.5 provides valuable insights into the extent to which corruption undermines effective governance within the Oyo State Civil Service, with respondents expressing their opinions on various aspects of this relationship. The table presents the percentages of respondents who strongly agree (SA), agree (A), are undecided (U), disagree (D), or strongly disagree (SD) with each statement. Here are the implications of these findings in seven paragraphs:

Approximately 43.8% of respondents agree or strongly agree that corruption is a significant barrier to the effective functioning of the Oyo State Civil Service. This perception underscores the crucial role of corruption in hindering the civil service's ability to carry out its responsibilities efficiently. The implication is that addressing corruption should be a top priority for improving the overall effectiveness of governance.

Over 44% of respondents believe that corruption negatively impacts the quality of public services provided. This finding highlights the direct link between corruption and the quality of services citizens receive. It implies that reducing corruption can lead to better public services, thereby enhancing the government's ability to meet the needs of the people.

The data indicates that only 48.5% of respondents believe that efforts to combat corruption within the Oyo State Civil Service have been effective. This suggests that there may be room for improvement in anti-corruption measures and enforcement. The implication is that

strengthening anti-corruption strategies and ensuring their effectiveness can play a pivotal role in improving governance.

Around 50.7% of respondents agree or strongly agree that nepotism and favoritism play a significant role in recruitment and promotion within the civil service. This perception raises concerns about the fairness of these processes and implies that addressing issues related to nepotism and favoritism can contribute to improved governance by promoting merit-based practices.

Approximately 50.8% of respondents believe that the prevalence of bribery and embezzlement negatively affects the morale of civil servants in Oyo State. This is a significant concern as low morale can lead to reduced productivity and effectiveness within the civil service. To enhance governance, it's essential to address the factors contributing to demotivation among civil servants.

Over 48.5% of respondents agree or strongly agree that the lack of transparency in decision-making processes contributes to corruption within the civil service. This perception underscores the importance of transparent and accountable decision-making to prevent corrupt practices. Improving transparency can enhance governance by promoting fairness and reducing opportunities for corruption.

The data shows that only 50% of respondents believe that efforts to hold corrupt individuals accountable within the civil service are consistently successful. This suggests that there may be challenges in enforcing accountability measures effectively. Enhancing accountability mechanisms is essential to deter corrupt practices and improve governance.

In summary, the findings in Table 4.5 highlight the complex relationship between corruption and effective governance within the Oyo State Civil Service. Addressing corruption is essential for enhancing service quality, ensuring fair recruitment and promotion, boosting civil servant morale, promoting transparency, and increasing accountability. Policymakers and stakeholders should use these insights to guide anti-corruption efforts and reforms aimed at improving governance and public service delivery.

4.3 Test of Hypotheses

Table 4.6 represents a critical phase in the research process where the formulated research hypotheses are subjected to empirical testing. The mention of "regression analysis" suggests that statistical techniques were employed to analyze the data and assess the relationships between variables. Regression analysis is a powerful tool that allows researchers to explore the extent to which one or more independent variables (such as corruption indicators) impact a dependent variable (such as governance effectiveness) while controlling for other factors. This analytical approach can provide valuable insights into the nuances of the research questions and help determine the strength and direction of the relationships under investigation, contributing to the study's overall rigor and reliability. The hypothesis was formulated as thus:

H₀: There will be no significant influence of bureaucratic corruption on public governance within Oyo State Civil Service.

H₁: There will be significant influence of bureaucratic corruption public governance within Oyo State Civil Service.

The study used multiple regression analysis to test the research hypothesis. The results of the multiple regression are presented in Table 4.6.

Table 4.6: Regression for Bureaucratic corruption and public governance within Oyo State Civil Service

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.607	.600	.6268373

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	28.251	1	28.251		
Residual	17.346	128	.136	207.73	.000 ^b
Total	45.597	129			

Co-efficient

	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.873	.062		10.836	.000
Bureaucratic Corruption	.576	.044	.779	8.827	.000

Dependent variable: **Public governance**

(Source: Field 2023)

Table 4.6 presents the results of a multiple regression analysis examining the relationship between bureaucratic corruption and public governance within the Oyo State Civil Service.

The R-squared value (R^2) of 0.607 indicates that approximately 60.7% of the variance in public governance can be explained by the variable "Bureaucratic Corruption" included in the model. This suggests a strong relationship between bureaucratic corruption and public governance. The substantial R-squared value implies that bureaucratic corruption has a significant impact on public governance within the Oyo State Civil Service. This finding underscores the importance of addressing corruption to improve governance.

The model's overall explanatory capability is statistically significant, evidenced by the F-statistics of 207.73 and a p-value of .000 ($F(1, 128) = 207.73$). The multiple regression model established is:

$$\text{Public_Gov.} = 1.873 + .576\text{BURCORRUP} + e \dots \dots \dots \text{(eq. i)}$$

Where:

Public_Gov = Public governance within Oyo State Civil Service

BURCORRUP = Bureaucratic Corruption

From the presented regression equation, when holding all other factors constant at zero, the public governance within Oyo State Civil Service was calculated at 1.873. The ANOVA table shows that the regression model is statistically significant, with an F-statistic of 207.73 and a p-value of .000. This indicates that the relationship between bureaucratic corruption and public governance is highly significant. The statistical significance of the model reinforces the idea

that bureaucratic corruption plays a crucial role in determining the quality of public governance. It suggests that reducing corruption can lead to improvements in governance.

The coefficient for "Bureaucratic Corruption" is 0.576, with a standard error of 0.044. This coefficient represents the change in the dependent variable (public governance) associated with a one-unit change in the independent variable (bureaucratic corruption). The standardized coefficient (Beta) of 0.779 indicates the strength and direction of the relationship. It suggests that for each standard deviation increase in bureaucratic corruption, there is a 0.779 standard deviation increase in public governance. The positive sign of the coefficient and its statistical significance indicate that as bureaucratic corruption increases, public governance worsens. This finding reinforces the notion that addressing corruption is essential for improving governance outcomes.

In summary, the results from Table 4.6 reveal a strong and statistically significant relationship between bureaucratic corruption and public governance within the Oyo State Civil Service. The high R-squared value suggests that bureaucratic corruption explains a substantial portion of the variance in public governance. This highlights the critical role of anti-corruption measures in enhancing governance quality and underscores the need for policies and interventions aimed at reducing corruption within the civil service to improve overall governance effectiveness. These findings provide empirical support for the importance of tackling corruption as a means to promote better public governance and enhance the delivery of services to the citizens of Oyo State.

4.4 Discussion of Findings

The findings of the first objective, which aimed to analyze the root causes of corruption within the Oyo State Civil Service, reveal a troubling picture of corruption-related challenges. The identified concerns encompass various facets of bureaucratic corruption, ranging from favoritism and opaque contract awarding practices to the misuse of public resources, bribery, record manipulation, and the acceptance of bribes to facilitate governance. These findings align with a substantial body of scholarly work and established anti-corruption literature, underlining the pervasive and multifaceted nature of corruption in public administration¹. Addressing these root causes of corruption is of paramount importance. By tackling issues like nepotism and favoritism, Oyo State can promote a merit-based civil service, ensuring that appointments and promotions are based on qualifications and performance rather than personal connections. Transparent procurement processes and prudent financial management can reduce opportunities for corrupt practices related to contract awards and resource misuse². Moreover, addressing bribery, record manipulation, and the acceptance of bribes can enhance the integrity and transparency of government operations³. These findings affirm the significance of implementing comprehensive anti-corruption measures to rebuild public trust, promote accountability, and ultimately foster better governance within the Oyo State Civil Service.

The findings of the second objective, which aimed to assess the importance of governance as perceived by the populace, shed light on critical issues related to public trust and satisfaction with the Oyo State Civil Service. The study revealed that citizens perceive governance as favoring personal connections over merit and competence, viewing it as inefficient, corrupt, and selective in its actions. These negative perceptions are indicative of a broader lack of confidence in the civil service's ability to deliver equitable and effective governance. Addressing these concerns is paramount to rebuilding public trust, fostering transparency, and

enhancing governance within Oyo State. To improve the perceived importance of governance, policymakers and civil service authorities should prioritize merit-based practices, institute measures to reduce corruption and inefficiency, and ensure fairness in decision-making processes. Engaging with the concerns and expectations of the populace through responsive and accountable governance is essential. These findings are in line with existing literature, emphasizing the pivotal role of good governance in building public trust and maintaining the legitimacy of government institutions. The results corroborate the works of scholars and organizations advocating for reforms that prioritize transparency, fairness, and citizen participation as vital components of effective governance^{4,5,6}.

The findings of the third objective, which aimed to examine the effect of corruption on governance within the Oyo State Civil Service, underscore the pervasive and detrimental impact of corruption on public administration. The study revealed that corruption leads to weakened governance, irregular policies affecting both the public and civil service, loss of trust in promotion processes, recruitment of unqualified individuals, poor administrative procedures, and limited public access to civil service commissions. These consequences collectively contribute to a governance environment characterized by inefficiency, unfairness, and compromised public trust. To mitigate the adverse effects of corruption on governance, a multifaceted approach is necessary. Policymakers and stakeholders should prioritize robust anti-corruption measures that include enhanced transparency, accountability mechanisms, and whistleblower protection. Merit-based recruitment and promotion processes should be instituted to ensure that qualified individuals are placed in key positions, reducing opportunities for corruption. Moreover, administrative reforms should be undertaken to streamline processes,

enhance efficiency, and promote fairness. These findings align with existing research highlighting the need for comprehensive reforms to combat corruption and restore integrity in public administration. The results corroborate the works of scholars and institutions advocating for anti-corruption strategies that target the root causes and consequences of corrupt practices within government institutions^{7,8,9}.

The findings of the fourth objective, which sought to ascertain whether a reduction in corruption can lead to enhanced governance within the Oyo State Civil Service, illuminate the intricate connection between these two elements. The results underscore that addressing corruption is pivotal for achieving several critical objectives within the civil service, ultimately leading to improved governance. Specifically, the study found that reducing corruption is associated with enhanced service quality, fairer recruitment and promotion practices, higher civil servant morale, increased transparency, and greater accountability. These interconnected outcomes collectively contribute to better governance by fostering an environment of integrity, efficiency, and trust.

Policymakers and stakeholders should take these insights seriously, as they provide empirical support for the importance of anti-corruption efforts in achieving better governance outcomes. Implementing comprehensive anti-corruption strategies that target the identified root causes of corruption and its consequences can help rebuild public trust and enhance the delivery of services to Oyo State citizens. These findings align with the broader body of research and scholarship emphasizing the vital role of reducing corruption in promoting good governance and strengthening public sector institutions^{10,11,12}.

Furthermore, the study's confirmation of a strong and statistically significant relationship between bureaucratic corruption and public governance within the Oyo State Civil Service, as indicated by the high R-squared value, reaffirms the findings of scholars and experts who have long argued that corruption significantly hinders effective governance. This empirical evidence underscores the urgency of anti-corruption measures and their potential positive impact on governance quality. Policymakers and stakeholders should consider these findings as a compelling call to action, supporting the implementation of reforms and policies aimed at curbing corruption to ultimately enhance public governance in Oyo State.

From the interview conducted on the perception of bureaucratic corruption in the Oyo State Civil Service, three prominent themes emerged to assess how respondents rate the level of corruption within the civil service:

Theme 1: Extent of Nepotism and Favouritism:

Respondents expressed significant concerns regarding the prevalence of nepotism and favouritism within the civil service. They highlighted instances where family connections or personal relationships played a substantial role in recruitment, promotions, and contract awarding processes. This theme reflects a perception that bureaucratic corruption is widespread and deeply entrenched within the civil service, leading to unfair advantages for certain individuals and eroding trust in the system. One of the respondents had this to say:

"I have witnessed firsthand the extent of nepotism and favouritism within the civil service, and it's disheartening. Family connections seem to matter more than qualifications, and it's a major factor contributing to corruption in Oyo State."

Theme 1: Transparency and Accountability:

Another prominent theme revolved around transparency and accountability issues within the civil service. Respondents consistently raised concerns about the lack of transparency in decision-making processes, particularly in financial transactions and resource allocation. They indicated that opaque practices and a lack of accountability mechanisms contribute to opportunities for corrupt practices. This theme highlights the need for greater transparency, adherence to established rules and regulations, and enhanced accountability measures to combat corruption effectively. One of the respondents had this to say:

Transparency and accountability are sorely lacking. Decisions are made behind closed doors, and it's difficult to know how resources are allocated. This lack of transparency creates an environment where corrupt practices can thrive."

Theme 3: Public Service Delivery and Efficiency:

The interviewees also emphasized the impact of bureaucratic corruption on public service delivery and efficiency. They noted that corrupt practices, such as bribery and embezzlement, hinder the effective delivery of services to the public. Respondents expressed frustration with delays, inefficiencies, and compromised quality in service provision due to corrupt practices. This theme underscores the perception that bureaucratic corruption not only erodes public trust but also directly affects the well-being and satisfaction of citizens who rely on government services. One of the respondents had this to say:

"Bureaucratic corruption directly affects public service delivery. Delays, inefficiencies, and compromised quality are all too common. As a citizen, it's frustrating to see how corruption erodes the effectiveness of government services."

These three themes collectively reflect the multifaceted nature of bureaucratic corruption in the eyes of respondents and provide valuable insights into how individuals assess the level of corruption within the Oyo State Civil Service. These themes align with the broader literature on corruption and governance, emphasizing the critical importance of transparency, fairness, and accountability in mitigating corrupt practices and fostering effective governance.

From the interviews conducted regarding the role of governance in reducing bureaucratic corruption in Nigeria, several key themes emerged, providing insights into the perceptions and opinions of respondents on this critical issue:

Theme 1: Governance as a Critical Antidote to Corruption:

Respondents overwhelmingly emphasized the pivotal role of governance in combatting bureaucratic corruption. They viewed good governance as the cornerstone for reducing corruption within the civil service. This theme underscores the widely held belief that effective governance, characterized by transparency, accountability, and adherence to the rule of law, is essential to curbing corrupt practices.

I strongly believe that good governance is the linchpin in our fight against corruption. Without transparent and accountable governance, we can't hope to make a dent in the corruption problem."

Theme 2: Certainty of Actualizing Governance Reforms:

While recognizing the importance of governance reforms, respondents expressed skepticism about the certainty of actualizing these reforms. They pointed to challenges such as political interference, lack of political will, and resistance from vested interests within the system as barriers to meaningful change. This theme highlights the need for a concerted effort to overcome these obstacles to implement effective governance reforms successfully.

Achieving governance reforms is essential, but it won't be easy. There's a need for unwavering political will to tackle this issue head-on."

Theme 3: Approaches to Achieving Governance Reforms:

Interviewees discussed various approaches to achieving governance reforms aimed at reducing bureaucratic corruption. These approaches included strengthening anti-corruption agencies, enacting and enforcing anti-corruption laws, promoting transparency and citizen engagement, and enhancing civil service training and capacity-building. Respondents stressed the importance of a holistic and multi-pronged approach to address corruption effectively.

One approach I support is strengthening anti-corruption agencies. They need the resources, independence, and authority to investigate and prosecute corrupt officials effectively.

Theme 4: Consequences of Governance Reforms:

Respondents highlighted the potential positive consequences of governance reforms, such as improved service delivery, increased public trust, enhanced economic development, and a more conducive business environment. However, they also noted potential challenges, including resistance to change and the need for sustained efforts to achieve meaningful results. This

theme underscores the importance of carefully considering the long-term implications and challenges associated with governance reforms.

Transparency and citizen engagement are critical. We, the citizens, need to hold our government accountable and actively participate in the decision-making process

Theme 5: International and Local Collaboration:

Some interviewees discussed the importance of collaboration with international organizations and partners in achieving governance reforms. They emphasized the need for both local and international stakeholders to work together to combat corruption effectively. This theme suggests that respondents see value in leveraging external support and expertise to complement domestic efforts in reducing bureaucratic corruption.

Collaboration, both locally and internationally, is key. We can learn from the experiences of other countries in reducing corruption and adapt best practices to our context

Overall, these themes reflect a deep understanding of the complex interplay between governance and bureaucratic corruption in Nigeria. While respondents recognize the importance of governance reforms, they also acknowledge the challenges and uncertainties involved. These insights provide a foundation for informed policymaking and advocacy efforts aimed at enhancing governance and reducing corruption within the country's civil service.

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Chapter Five

Conclusion

5.1 Summary of Findings

The study conducted to investigate the relationship between bureaucratic corruption and public governance within the Oyo State Civil Service yielded several important findings, shedding light on the dynamics of corruption and its impact on governance in the region.

The study found a robust and statistically significant relationship between bureaucratic corruption and public governance within the Oyo State Civil Service. The high R-squared value indicated that bureaucratic corruption explains a substantial portion of the variance in public governance. This finding underscores the critical role of corruption in shaping the quality of governance in the region.

The research revealed a range of consequences associated with corruption within the civil service. These consequences included compromised efficiency, weakened governance,

irregular policies affecting both the public and civil service, loss of trust in promotion processes, recruitment of unqualified individuals, poor administrative procedures, and limited public access to civil service commissions. These multifaceted consequences underscore the need for comprehensive anti-corruption measures and reforms to enhance governance quality.

The study's results illuminated the complex relationship between corruption reduction and improved governance. Addressing corruption was found to be essential for enhancing service quality, ensuring fair recruitment and promotion, boosting civil servant morale, promoting transparency, and increasing accountability. This complexity highlights the interplay of various factors in the governance-corruption nexus and suggests that a holistic approach to reform is necessary.

The study indirectly emphasized the importance of public trust and perception in combating corruption and promoting good governance. Negative perceptions of governance, such as favoritism, inefficiency, and corruption, can erode public trust in government institutions. This finding aligns with existing literature emphasizing the significance of transparency, accountability, and citizen engagement in building trust and legitimacy in governance.

The findings have significant policy implications for Oyo State. Policymakers and stakeholders must prioritize anti-corruption efforts that target the root causes and consequences of corrupt practices within the civil service. Implementing reforms that enhance transparency, fairness, and accountability while curbing corruption is essential for fostering better governance outcomes and rebuilding public trust.

The study's findings underscore the intricate relationship between bureaucratic corruption and public governance within the Oyo State Civil Service. These insights provide valuable

guidance for policymakers and stakeholders seeking to promote transparency, integrity, and effective governance within the civil service, ultimately benefiting the citizens of Oyo State and strengthening the region's public administration.

5.2 Conclusion

The comprehensive study conducted to investigate corruption and governance within the Oyo State Civil Service has provided a deep understanding of the challenges and opportunities facing this critical sector. The research findings reveal a complex interplay between corruption and governance, with several key takeaways.

Firstly, the study highlighted the root causes of corruption within the civil service, including issues related to nepotism, opaque contract awarding practices, misuse of public resources, bribery, record manipulation, and the acceptance of bribes to facilitate governance. Addressing these root causes is paramount for fostering transparency, accountability, and public trust in the civil service, ultimately leading to improved governance.

Secondly, the study underscored the negative perceptions of governance held by the populace. Citizens view governance as favoring personal connections over merit, inefficient, corrupt, and selective in its actions. To rebuild public trust and enhance governance, policymakers must prioritize merit-based practices, reduce corruption and inefficiency, ensure fairness, and actively engage with the concerns of the populace.

Thirdly, the research identified the far-reaching consequences of corruption within the civil service, such as compromised efficiency, weakened governance, irregular policies, loss of trust in promotion processes, recruitment of unqualified individuals, poor administrative procedures, and limited public access to civil service commissions. These consequences emphasize the

urgent need for comprehensive anti-corruption measures, merit-based recruitment and promotion, and administrative reforms.

Moreover, the study confirmed the strong and statistically significant relationship between bureaucratic corruption and public governance within the Oyo State Civil Service. This empirical evidence highlights the pivotal role of reducing corruption in promoting good governance and enhancing public sector effectiveness.

Overall, the findings of this study provide valuable insights for policymakers, civil service authorities, and stakeholders in Oyo State. Addressing corruption, improving public trust, and implementing comprehensive reforms are essential steps toward fostering better governance, promoting transparency, and ensuring that the civil service serves the needs and expectations of the citizens effectively. By addressing these challenges, Oyo State can move towards a more transparent, accountable, and trusted civil service that enhances the well-being of its residents and contributes to the region's development and prosperity.

5.3. Recommendations

Based on the findings of the study regarding corruption and governance within the Oyo State Civil Service, several recommendations can be made to address the identified challenges and improve the overall functioning of the civil service:

1. **Strengthen Anti-Corruption Measures:** Oyo State should prioritize the development and implementation of robust anti-corruption measures within the civil service. This includes establishing clear codes of conduct and ethics for civil servants, promoting whistleblower protection mechanisms, and conducting regular integrity training

programs to raise awareness about the consequences of corrupt practices. These measures will help create a culture of transparency and integrity among civil servants.

2. **Reform Procurement and Contracting Practices:** To mitigate corruption related to contract awarding practices, Oyo State should overhaul its procurement and contracting processes. Implementing transparent and competitive bidding procedures, rigorous oversight mechanisms, and adherence to procurement laws and regulations will reduce opportunities for corruption in contract awards. Furthermore, regular audits of procurement processes can help ensure compliance with ethical standards.
3. **Enhance Merit-Based Recruitment and Promotion:** Addressing nepotism and favoritism requires a commitment to merit-based recruitment and promotion practices. Civil service authorities should develop and implement standardized criteria for hiring and promoting employees, ensuring that qualifications, skills, and performance are the primary determinants of career progression. Additionally, regular performance evaluations should be conducted to identify and reward high-performing individuals.
4. **Improve Administrative Procedures:** To combat corruption related to poor administrative procedures, the civil service should embark on administrative reforms aimed at streamlining processes, reducing bureaucracy, and enhancing efficiency. This includes digitizing administrative tasks, implementing clear guidelines and workflows, and establishing performance metrics to assess administrative effectiveness. Such reforms can help reduce opportunities for corrupt practices and enhance service delivery.
5. **Engage with Civil Society and the Public:** Oyo State should actively engage civil society organizations, citizens, and the public in the governance and anti-corruption efforts. Establishing platforms for citizen feedback, complaint mechanisms, and regular

town hall meetings can provide opportunities for civil servants to hear the concerns and expectations of the populace. This engagement fosters transparency, holds public officials accountable, and builds public trust in the civil service.

In conclusion, addressing corruption within the Oyo State Civil Service and improving governance requires a comprehensive and sustained effort. Implementing these recommendations can help create a more transparent, accountable, and effective civil service that serves the best interests of the people of Oyo State. By taking proactive steps to combat corruption, enhance public trust, and promote good governance, Oyo State can set a positive example for other regions and contribute to the overall development and prosperity of the state.

5.4 Contributions to Knowledge

This study contributes significantly to the existing body of knowledge in several key areas. Firstly, it adds empirical evidence to the understanding of the relationship between corruption and governance within the context of a Nigerian state, Oyo State. By employing multiple regression analysis and providing statistically significant results, the research reinforces the established notion that corruption has a substantial and adverse impact on governance quality. This contribution is particularly relevant to policymakers and scholars working in the field of public administration and anti-corruption efforts, offering empirical insights that can inform policy decisions and reform initiatives aimed at improving governance in Nigeria and similar contexts.

Secondly, the study contributes to the understanding of corruption and governance challenges specific to civil service institutions. By identifying root causes, consequences, and potential solutions within the Oyo State Civil Service, the research provides a valuable resource for civil

service authorities, policymakers, and stakeholders seeking to enhance the transparency, integrity, and effectiveness of public administration at the state level. The recommendations put forth in the study offer practical guidance for addressing corruption-related issues and fostering good governance practices within civil service organizations, which can serve as a blueprint for reform efforts in similar settings, both regionally and internationally.

5.5 Suggestions for Further Studies

While this study provides valuable insights into corruption and governance within the Oyo State Civil Service, it is important to acknowledge its limitations. Firstly, the research relied on survey data, which can be subject to respondent bias and may not capture the full extent of corrupt practices due to sensitivities around the topic. Future studies could complement survey data with qualitative research methods such as in-depth interviews or focus groups to gain a deeper understanding of the dynamics of corruption within the civil service.

Secondly, the study focused primarily on the perceptions and experiences of civil servants and the populace. While this perspective is crucial, future research could benefit from the inclusion of administrative data and records analysis to provide a more comprehensive and objective assessment of corruption within the civil service. Additionally, conducting comparative studies with other states or regions in Nigeria could offer valuable insights into regional variations in corruption and governance challenges, further enriching the knowledge base in this field.

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Appendix

Questionnaire

Dear Respondent,

I am a master student from Lead city university Ibadan, Oyo state conducting a research on
“**Bureaucratic Corruption and Public Governance in Nigeria: A Study of Oyo State**”, and

I have the pleasure of inviting you to fill this questionnaire as you have been selected to participate in the study. Please note that the results of the survey will be used only in aggregated form and therefore the confidentiality of your responses is assured.

Your co-operation in participating in this study will be highly appreciated.

OJOAWO Hannah Temitope.

SECTION A: DEMOGRAPHIC DATA (Please tick \checkmark whichever is applicable)

1. **Name of Organisation:**
2. **Gender:** Male () Female ()
3. **Age Grade:** 18-24 () 25-34 () 35-44 () 45-54 () Above 54 ()
4. **Marital Status:** Single () Married () Divorced () Separated ()
5. **Highest Education Degree:** Bachelors () Masters () Doctorate ()
Others (Please specify).....
6. **Years Spent in civil service :** Below 3yrs () 3-5yrs () 6-10yrs () Above 10yrs ()

SECTION B: STUDY SPECIFIC DATA

Please tick \checkmark the appropriate answer from the alternatives given as they best describe your opinion:

Strongly Agree (SA) Agree (A) Neutral (N) Disagree (D) Strongly Disagree (SD)

A	Behaviour	SA	A	D	SD
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1.	A civil servant is being recruited on the basis of family ties and friendship networks	5	4	3	1
2.	Bribe helps to speed up administrative procedures	5	4	3	1
3.	A private citizen offering a bribe to a public official to speed up administrative procedures	5	4	3	1
4.	Most elected official takes public funds for private use	5	4	3	1
5.	Most elected official using stolen public funds to assist his or her community	5	4	3	1
6.	Most bureaucrat always ask for a bribe from public before getting a job done	5	4	3	1
7.	Promotion is based on nepotism/friendship	5	4	3	1
8.	Awards of government contracts are mostly giving to friends or relatives				
B	Determine whether corruption has improved/reduced governance	SA	A	N	SD
1	Government properties has been used to Influence the career /advancement of public officials friends or relatives	5	4	3	1
2	Most of the award or contracts are to companies/ individuals close to themselves	5	4	3	1
3	Using public funds or property for personal or family needs is a common factor	5	4	3	1
4	Taking bribes or gifts to influence public contracts or public Decisions	5	4	3	1
5	Manipulating government records or public accounts	5	4	3	1
6	Bribe help to make governance easy in the civil service	5	4	3	1
C	If you had to pay a bribe in the following situations, would you feel comfortable telling other people about it?	SA	A	D	SD
1	If you had to pay a bribe to receive medical services at a hospital	5	4	3	1

2	If you had to pay a bribe for your promotion	5	4	3	1
3	If you had to be paid a bribe to hire in the civil services	5	4	3	1
4	If you had to pay a bribe to get contract	5	4	3	1
8	If you had to receive a bribe	5	4	3	1
10	If you had to pay a bribe to be hired in a new	5	4	3	1
D	The last time you had to make such extra payment or gift, please indicate the service you were Seeking	SA	A	D	SD
I	<i>Institutional Factors:</i>	5	4	3	1
1	Job application in public service/government institution	5	4	3	1
2	Promotion in public service/government institution	5	4	3	1
3	Political appointment	5	4	3	1
4	Government contract/public procurement	5	4	3	1
5	Other	5	4	3	1
ii	Advantages and Disadvantages of corruption	5	4	3	1
1	Corruption has made bureaucratic procedure easy and fast	5	4	3	1
2	It enables the appointment of leadership very easy	5	4	3	1
3	It has led to weak governance	5	4	3	1
4	Irregular polices that affect the public	5	4	3	1
5	Irregular polices that affect the civil service	5	4	3	1
6	Corruption has led to poor recruitment of staff	5	4	3	1
7	Corruption has led to poor administrative procedures	5	4	3	1
3	Corruption has led to poor access of the civil service commission by the public	5	4	3	1
J	Proprietary Information on role as Gatekeepers	SA	A	D	SD

Thank you for your c o-operation in completing this questionnaire.

**IN-DEPTH INTERVIEW GUIDE ON THE BUREAUCRATIC CORRUPTION AND
PUBLIC GOVERNANCE IN NIGERIA: A STUDY OF OYO STATE.**

INTRODUCTION

My name is Hannah Temitope OJOAWO from the Political Science and International Relations Department, Lead City University. The aim of this discussion is to elicit information about your view concerning “**Bureaucratic Corruption and Public Governance in Nigeria: A Study of Oyo State**”.

I thank you very much for accepting to participate in this study. I want to crave your indulgence to record our session today. This will enable me to analyse this session for the purpose of generalising the results.

There are few questions I would like to ask and I will be happy if you can be as open as possible and be confident that your responses shall be kept confidential.

Confidentiality and Informed Consent: Please note that all information generated from this discussion is purely for academic purposes and will be treated with utmost confidentiality.

Do I have your permission to continue as I would have to record the interview?

Yes () No ()

Please, I will like to know your view about the following:

Age -----

Sex -----

Position in politics /Service-----

Indication of Status:

1. Director ()
2. Civil servant ()
3. Academia ()
4. politician ()
5. Others ()

Question 1:

- A. How do rate the bureaucratic corruption in the Oyo state civil service?
- B. What are your positions or feelings about it?

Probe for:

- a. Efforts made to reduce bureaucratic corruption?

Questions 2:

A. Are the yielding positive and lasting results?

Yes () No ()

Probe for:

a. Factors affecting that can stop this effort?

B. Arising from above, it seems that the role of governance is very key to reduce bureaucratic corruption in Nigeria, and what are your options about this issue?

Probe for:

a. The certainty of actualising

b. The approaches in achieving these efforts

c. The consequences of these approaches

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Bio-data

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F. Publications

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G. Major Conferences Attended with Dates

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The University Compliance Certification

This is to certify that this thesis written by Hannah Temitope OJOAWO with matriculation number LCU/PG/002657 in the Department of Politics and International Relations in the

Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved University style and format.

Signature

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