

CORRUPTION IN THE CIVIL SERVICE IN NIGERIA

A CASE STUDY OF EDO STATE CIVIL SERVICE

NAME: OHIMAI AUGUSTA BOSE

MATRIC NUMBER:SBS/532180251

SUPERVISOR NAME: Mrs. Ihonre, J.I

HOD: Dr. Aligbe, B. A

SCHOOL: BUSINESS STUDIES

ABSTRACT

One of the fundamental problems of contemporary Nigeria is corruption. It has thrived; progressed and flourished unabated .Corruption has been institutionalized to the point of accepting it as part of our system. This study examined corruption in the Nigerian civil Service with particular focus on Edo State Civil Service. As for method of data collection, the study employed qualitative and quantitative method of data collection. As for sources of data, we principally relied on primary and secondary sources. The data so generated were analyzed accordingly using Likert measurement scale. The findings reveal that motivational incentives provided for civil servants contribute to their greater involvement in corruption. Based on the findings also, weak internal control mechanism was identified to have contributed to incidence of looting of state treasury by politicians in Edo State. We therefore recommend adequate motivation of civil servants through improved salary, prompt payment of all their entitlements and good working condition, government should strengthen internal control mechanism to forestall incidence of looting of state treasury which could have been averted. These recommendations if properly implemented would be a panacea for eradication of corruption.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The machinery for implementing government policies is the civil service. The effectiveness of public service performance is determined by the socio-political environment under which it operates. As an important instrument for execution of policies and programmes of government, the civil service is expected to be competent, and effective devoid of corruption practices. In Nigeria, the economic and political landscape is surrounded by corruption. According to National Planning Commission (2005) “systemic corruption and low levels of transparency and accountability have been major sources of development failures. To perform its functions effectively, public service needs to be divested from all sorts of corrupt acts.

Effective public service performance is a pre-requisite for sustainable development. This notion is anchored on the fact that government ability to deliver on her promises for better living is based on the efficiency of its public service performance. Therefore, the inability of the Nigerian public service to perform optimally had over the years constituted a challenge, yet to be resolved. It is a known fact, and Nigerian experience exemplified to this, that corruption is pronounced in the public service, its efficiency as well as ability to effect policy directed toward sustainable development goals like reduction of poverty, remains very low. The behaviour of public officials which deviates from accepted norms in

order to serve private ends is corruption. It is a general term covering misuse of authority as a result of considerations of personal gain, embezzlement, stealing or misappropriation of public funds. Corruption has become highly rampant and permeates every sphere of state and society. Corruption in political and administrative arena hinders equality, efficiency, effectiveness, responsiveness, accountability and justice and so on.

Corruptions in Nigeria exist at an alarming proportion. In government via public service, it thrives in the areas of project costing; ghost workers syndrome, contract awards and subsequent abandonment, payment of huge sums of money to political godfathers; embezzlement and misappropriation of public funds among others. The impact of corruption on the Nigerian society includes abysmal public service performance, inadequate infrastructure, bad governance, pervasive dehumanizing poverty and general underdevelopment. This accounts for the inefficient and unimpressive governance in Nigeria.

Corruption remains endemic as well as extremely prevalent in the public service which affects its effectiveness and performance. There are instances where corruption within the public service manifested over the years: the haphazard or ineffective implementation of federal budgets between 2015-2019 could be gleaned from the people who the senate indicted over “an alleged non-implementation of all appropriation Acts since the dawn of democracy (Eminue,

2019). The persistent challenge in the Nigerian health sector is human resources' crisis, which has the tendency to cripple the sector. Inadequate investment, weak administration and corruption remain the cause of poor health workers welfare and the widespread inefficiency in the healthcare workforce (Odusile, 2017). It is on the background of this that study aims to investigate impact of corruption in the civil service in Nigeria by using Edo State civil service as a case study.

1.2 Statement of the Problem

Corruption has become a major problem in government. Corruption emanates from the top level and so, the higher echelons of government are infested with the disease of corruption. Politics has been converted into pursuit of personal ends. The public office has become an opportunity to “strike gold and enjoy loaves and fishes of office”. The sharp decline in the standards of conduct of civil service, and in such circumstances, governance, administration and management have lost their relevance. For example, the non -implementation of government policies, financial fraud and crises of confidence within the ministries and its agencies.

Corruption has eaten so deep into the State that corrupt practices are even encouraged in most businesses (private or public) nowadays. Edo State is the one of oil producing States in the country, but the average Edolite on the street is poor and there is poor infrastructure like power supply, roads, schools, hospitals etc. The State is filled with stories of wrong practices such as stories of ghost workers

on the pay roll of Ministries, Extra ministerial Departments and Parastatals, frauds, embezzlements and setting ablaze of offices housing sensitive documents and award of contracts without recourse to due process mechanisms. Again, huge amount of Naira is lost through one financial malpractice or the other in Edo State, which to say the least, drains the State's meager resources through fraudulent means with far-reaching and attendant consequences on the development or even socioeconomic or political programmes of the government. Billions of Naira is lost in the public sector every year through fraudulent means. The pertinent question is: how has corruption affected effective civil service performance for sustainable development in Nigeria?

1.3 Objective of the Study

The main or general objective of the study is to examine the corruption in the civil service in Nigeria with reference to Edo State civil service. The specific objectives of the study are as follows:

- (i) To examine the effects of corruption on civil servant performance in Edo State.
- (ii). To ascertain the causes of corruption among civil servant in Edo State
- (iii) To examine the feelings of civil servants regarding the phenomena of corruption in Edo State civil service

- (iv) To determine if the motivational incentives provided for civil servants contribute to their greater involvement in corruption in Edo State.
- (v) To understand how the anti-corruption drive the strength to reduce or eliminate corrupt practices in the state civil service

1.4 Research Questions

The following are some of the questions which this study intends to answer:

- (i) How does corruption affect the performance of civil servants in Edo State?
- (ii) What are the causes of corruption among civil servants in Edo State?
- (iii) What are the feelings of civil servants regarding the phenomena of corruption in Edo State civil service?
- (iv) Does motivational incentives provided for civil servants contribute to their greater involvement in corruption?
- (v) How could the anti-corruption drive the strength to reduce or eliminate corrupt practices in the state civil service?

1.5 Statement of Research Hypotheses

Hypothesis One

H₀: Corruption does not affect the performance of civil servants in Edo State

H₁: Corruption affects the performance of civil servants in Edo State

Hypothesis Two

H₀: Motivational incentives provided for civil servants does not contribute to their greater involvement in corruption in Edo State

H₁ Motivational incentives provided for civil servants contribute to their greater involvement in corruption in Edo State

1.6 Significance of the Study

The study has both theoretical and practical significance. Theoretically, the study will fill the gap in knowledge and in literature which exist in corruption in the Nigerian civil service. This study will boost literature on the effect of sound financial management and adequate motivation of civil servants on corruption in Edo State public service. Practically, the findings of this study will be beneficial to the Nigerian government, the Edo State Head of Service, Edo State Civil Service Commission and Civil Servants, and the general public in the following ways –

By this study, citizens will come to the realization that combating corruption is an inseparable requirement in the ongoing process of enhancing the efficiency, effectiveness and productivity of the Nigerian Civil Service.

Through this study also government will be galvanized to put in place measures that will prevent and reduce future corrupt practices in the Nigerian Civil Service so as to ensure efficient and effective delivery of public goods and services. Thus, it would serve as a reference point for policy makers.

1.7 Scope of the Study

The topic for this research work is impact of corruption in the civil service in Nigeria by using Edo State civil service as a case study. The study geographical location of this study is Edo State.

1.8 Limitations of the Study

There were excessive delays involved in getting materials and opinions from the Edo State civil servants; hence, most of the officials that should have provided useful information are usually absent. There was an exhibition of non-challant and uncooperative attitude in providing information relevant to the study. In fact, due to the high rate of secrecy in the civil service most of them refused to give out information about whatever concerns the civil service. Moreover, there was dearth of finance for this research, due to harsh economic realities of this country and this made it difficult for the researcher to transport himself to and fro every day to the government ministries.

1.9 Operational Definition of Terms

The following terms were used during the cause of the study.

Corruption is a form of dishonest or unethical conduct by a person entrusted with a position of authority, often to acquire personal benefit. Corruption may include many activities including bribery and embezzlement, though it may also involve practices that are legal in many countries. Government, or ‘political’, corruption occurs when an office-holder or other governmental employee acts in an official capacity for personal gain.

Civil Service: this refer to either a branch of governmental service in which individuals are employed on the basis of professional merit as proven by

competitive examinations; or the body of employees in any government agency apart from the military, which is a separate extension of any national government.

Public Service: is a service which is provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Conceptual Issues

2.1.1 Concept of Civil Service and Corruption

The civil service is one of the great political inventions of the nineteenth century in England. The first generation of civil servants was called ‘court servants’ or court clerks. Before the era of court clerks, the work of government was done by persons of the royal household (Olaopa, 2009). Therefore, Civil service could be conceived as: the management of public programmes; the translation of politics into reality that is of benefit to the people; the study of government decisions making; and analysis of the policies.

According to Adamolekun (2002), Civil service is commonly used as the synonym of the government machinery; this is so in Britain and most commonwealth countries of Sub-Saharan Africa. In British, civil service is used to refer to the body of permanent officials appointed to assist the decision makers. According to the 1999 constitution, section 318 (1) civil service refers to service of the federation (state) in a civil capacity, staff of the office of the President, (Governor), the Vice President, (Deputy Governor), a ministry or department of the federation (state), assigned with the responsibility for any business of the government of the federation (state), (FRN,1999). In the view of Anazodo et al. (2012), civil service in Nigeria comprises workers in the various ministries or

departments apart from those who hold political appointments. Ipinlaiye (2001) defined civil service as the body of men and women employed in a civil capacity and non political career by the Federal and state Governments primarily to render and faithfully give effect to their decisions and implementation.

The term corruption on the other hand does not have a universally accepted definition. Several views have been put forward, standpoints and framework about the concept. Corruption is a concept associated with unwholesome practices in the society with its attendant negative influence. Corruption in Nigeria has been linked to the political and social problems that have bedevilled Nigeria for decades now. It can be seen to be a dishonest and unacceptable behaviour of people occupying public offices. Marriam-Webster (1990) defines corruption as inducement offered to someone which is wrong, improper or unlawful means such as bribery. Corruption can be categorized as grand, petty and political depending on the quantity of cash lost and where the corruption case occurs (Transparency International, 2015).

Corruption has many dimensions. It involves improper behaviour of public office holders such as enriching themselves, friends and loved ones to the detriment of the general populace. It is common place to see public officers divert monies that are meant for projects to their personal purse. Cases abound where public officers use public funds to acquire private property. They employ relatives

and friends into government ministries and agencies under the auspices of “replacement”. Replacement is a situation where a new staff is employed to fill a vacant position after the death or retirement of the original occupant of that position without approval from relevant recruitment authorities. We can go on and on to mention many of such unwholesome practices in our public sector.

According to Ogundiya (2009) since the return to civilian rule in 1999, corruption has proved to be an impediment to Nigeria’s development. The resultant effect of this is seen in weak institutions and the decay in social and political spheres of Nigeria’s national life. This position retards social and economic development as well as national development in the long run. The negative effect of corrupt practices manifest in political; economic; social and environmental aspects of Nigeria national engagement.

2.1.2 Causes of Corruption in Civil Service

Many theories have been advanced on the causes of corruption. From the stand point of this paper, the causes of corruption revolve round poverty, greed, opportunity, unemployment and the general perception of corruption in the country particularly the body language of the leaders. There are no generally acceptable causes of corruption as some writers see it as the consequence of bad governance. Yet, some other writers places premium on the ethical and morality standpoints. On the basis of this, corruption is seen as the consequence of the cultural and weak

social values held by the people of a society. On the whole, the explanation of the causes of corruption in Nigeria is not far from the above mentioned dynamics. The factors that encouraged corruption include amongst other:

1. Bad leadership – in a country where the leaders are corrupt, the tendency for the followers to be corrupt is very high. Hence, when the leadership is corrupt the political will may not be there to fight against corrupt practices.

2. Military Rule – from independence in 1960 comparatively, the military has ruled the country for 35 years out of 55 years of Nigeria's independence. With the tendency for dictatorship, military regimes in the country administered the state without adhering to the principles of rule of law and accountability. Decisions were taken in a manner that neglected due process and accountability therefore giving avenue for corrupt practices to prevail.

3. Lack of strong legal framework work and upright judicial system that gives opportunity for prolonged and delayed legal processes in the judicial system also accounts.

4. Inequality in the society – the desire for the poor to be like the rich in the society makes them to embezzle public funds when they are in position of authority.

5. Jumbo pay for politicians - compared to what civil servants in both Federal and State governments receive monthly, political office holders are heavily paid hence civil servants who have access to government finances embezzle the funds of government in order to compete favourably with the politicians in the society.

6. The granting of office immunity to president, governors and other public office holders in the country encourage them to steal from government treasury. Cases abound in Nigeria.

7. Extreme and excessive materialism, weak ethical environment, erosion of moral values and lust for power are some of the factors that encourage corruption (Ogunlana 2007).

2.1.3 Structure and Functions of the Nigerian Civil Service

The origin of the Nigerian civil service dates back to the beginning of the twentieth century with the introduction of British rule in Nigeria. The colonial masters introduced a dual system administration: direct rule in the South and indirect rule in the North. A more formal civil service emerged only in 1914, when the Northern and Southern protectorates were amalgamated to form the present geographical space called Nigeria. This, however, did not immediately lead to a unified civil service until 1945 when significant changes were introduced based on recommendations of the Waiyoni committee. These changes included the admission of Africans into higher grades of the civil service and the creation of the central public

service board. In 1954 the federal public service commission was established and granted full powers to appoint, promote, dismiss and discipline junior civil servants. At independent on 1 October 1960, the powers of the renamed federal civil service commission were extended to cover all civil service grades. (Salisu, 2001).

Oronsaye, (2009) is of the view that the establishment of the Nigeria civil service dates back to the 13th March 1862 when the British government declared its interest in the port and island of Lagos under the title of the settlement of Lagos. A government was constituted and provision was made for the various posts of the offices of private secretary to the governor and Auditor for public Accounts, Chief Clerk, Collector of Customs, Judge Gaoler and registrar were established shortly afterwards. By 1906, the British government had extended its authority over most of Nigeria. The government began to establish its instrument of law and order such as departments of judiciary, police, prisons and added public works department and departments of customs, ports and telegraph. Marine and mines in quick. In spite of the foregoing, the origin of the Nigerian civil service can best be traced to the amalgamated administration of Northern and Southern Nigeria from 1914. The real structure of the service as we now know it was put in place by Sir Hugh Clifford who succeeded Lord Lugard and was appointed governor of Nigeria. He established a central secretariat in Lagos in 1921.

2.1.4 The Civil Service Problems in Nigeria

In Nigeria, the civil service which constitutes the hub through which the government implements its policies and programmes is bedeviled with a lot of problems which has over the years constituted a significant drag on the overall growth and development of the Nigerian state. These problems range from over bloated workforce as a result of political patronage that made many unqualified personnel to join the civil service and other sorts of vices such as inefficiency, laziness, absenteeism, wastefulness and corruption. There are many allegations against some civil servants on grand corruption. In 2001, a permanent secretary of the ministry of defense was accused of embezzling funds amounting to N450 million. The chairperson of the Educational Tax Fund (ETF), and the Accountant General of the Federation, the former chairman of the Inland Revenue Services were alleged to have embezzled funds of the ETF to the tune of N40 billion between 1993 and 2000.

However in 2003, Chief Vincent Azie was appointed as Acting Auditor General of the Federation for six months, he audited the annual accounts of government bodies. He reported that most of the accounts audited in 2002 were inaccurate and showed some irregularities in most audited institutions and federal bodies. His report of 2003 showed that there was over-invoicing, non-retirement of cash advances, lack of audit inspection, payment for jobs not done, doubledebiting,

contract inflation, lack of receipts to back up purchases made, violation of financial regulations, release of money without the approving authorities involvement etc. The report indicted all federal ministries for gross financial indiscipline and lack of regards for laid down financial regulations (Azie 2003 and Anazodo et al., 2012).

For decades civil service has mainly served the interests of bureaucrats and those engaged in the accumulation of public resources for private gain. To this extent, the London Based Economic intelligence unit has rated Nigeria as one of the world's highest risk business locations, behind Iraq and Russia. Some Economists suggests that corruption in Nigeria constitutes up to 10% of the country's GDP. At the grassroots level, officials and administrators ask for gifts of 'Cash' or 'Bread' for conducting even the most basic paperwork. Despite the increasing reported cases of corruption in the civil service, sanctions are not effectively implemented. As a result, civil servants are not punished for offences such as misappropriation or misuse of public funds. Based on the afore-mentioned problems in the Nigerian civil service, various reforms have been introduced by different military regimes and civilian administrations to ensure better management, effective service delivery and accountability of public service.

2.1.5 Civil Service and Corruption in Nigeria

Corruption has proved to be one of the problems seriously confronting Nigeria since the return to civil rule in 1999. In fact, considering various cases of

financial corruption being perpetrated in governance since 1999 till date, we can categorically say that corruption has actually been institutionalized in the country. This is so because institutions of government bribe legislatures in order to pass budgets of their organization and ministries collect bribe before contracts are awarded, politicians give money to electorates to vote them into power, contract inflation, lecturers collect money from students before they can pass examination. The dimensions of corruption are so numerous that this paper will not be able to exhaust. This therefore means that the negative impact of corruption are also countless and this has inadvertently affected the political, economic and social development of Nigeria.

It is instructive to note however that when Nuhu Ribadu was appointed to pilot the affairs of EFCC, Nigeria's corruption profile gradually declined according to Transparency International rating scale. In a 10 point scale rating in 2004, Nigeria was in 1.6 level, 1.9 in 2005, 2.2 in 2006, 2.2 in 2007 and 2.7 in 2008 (IT. 2008). The administration of Chief Obasanjo was characterized by obvious neglect to the principles of rule of law, lack of due process in the award of contracts. While passively fighting corruption, President Obasanjo in the quest to prolong his stay in power paid huge amount of money to legislators to amend the constitution to allow him contest for a third term. This therefore means that apart from corruption

practices by appointees during Obasanjo's administration, he also perpetuated and encouraged corrupt practices in the country

According to Aderonmu (2009), the administration of Obasanjo witnessed unthinkable dimensions of corrupt practices, selective investigation of corrupt public officials and inefficient handling of the economy. It has been revealed that after the expiration of Obasanjo's tenure that he bought some government property and even awarded contracts to himself (Aderonmu, 2009).

From the foregoing, it is clear that corruption is endemic in the Nigerian state and each government despite efforts and commitments to fight it usually fail in its bid to eradicate or reduce it to the minimal level. This has led to argument as to why corruption still persists in Nigeria. Some reasons have been deduced for this to include: greed; poverty, unemployment and poor youth empowerment. Conversely, the resultant effect and implications of these anomalies leads to poor investment; rise in poverty; national crises and ultimately poor national development.

2.1.6 The Fight against Corruption in Nigeria: The Way Forward

From our discourse, it is very clear that there is a correlation between corruption and the level of development in Nigeria. Development cannot thrive where corruption is the order of the day. To achieve development and growth, Nigeria must fight corruption head-long, most importantly political and economic corruptions. Though some efforts have been made towards the fight against

corruption, much has not been achieved despite the establishment of anti-corruption agencies like EFCC and ICPC. It is very worrisome to note that even those who are in-charge of these anti-graft agencies are also corrupt. We now find ourselves in a situation where a corrupt person fights another corrupt person. This results in a scenario where “corruption fights corruption”.

In order to fight corruption effectively in the country, there is need to review the anti-graft laws in the country to suit the current political situation. It is instructive to note that corrupt individuals in the country are sometimes given less punishment for severe offences committed thereby giving others the morale to also loot government’s purse. To serve as deterrent therefore, stiffer punishments like long jail terms should be applied so as to serve as deterrence to individuals who have the intention to embezzle funds of government.

Also, the agencies of government fighting corruption in Nigeria are not independent of the executive. Since they are the creation of the executive arm of government, they tend to work according to the dictates of the executive. A case in point was that of Nuhu Ribadu’s tenure as the EFCC chairman during President Obasanjo’s civilian regime. During this period, persons convicted were political opponents of the president hence the prosecution was selective in nature. To have effective anti-graft agencies, these bodies must be independent of the executive arm of government to guard against interference.

As a matter of national importance, corruption studies should be introduced into the curriculum of our institutions of learning right from the secondary to higher institutions to inculcate in the minds of students who are the future leaders of the country the ills and negative effects of corruption on national development and progress. With this in mind, the young people will grow and become disciplined individuals in their places of assigned responsibilities in the society.

Another measure to combat corruption in the country is to ensure that leaders of the country lead by example. It is usually held that he who must go to equity must go with clean hands. This therefore means that any leader who is bent on fighting corruption must not engage in corrupt practices. For example, during the President Obasanjo's era though he fought corruption, he was also engaged in corrupt practices e.g. during his third term bid, he bribed the legislators with huge sum of money to amend sections of the constitution to give him legal backing to contest for a third term. Leaders must therefore lead by example.

On a very important note, the widening gap existing between the poor and rich contributes in no small measure to the corruption index in the country. This is so because the poor when they find themselves in position of authority will always want to amass wealth in order to level-up with wealthy individuals in the society. With this in mind, an individual does everything possible to steal their own share of the national cake. The gap between the rich and the poor in the society does

form the basis for social vices and can result in revolution as the case may be. Bridging the gap will help to curb corruption in our society.

According to Ali (2015), in three months, the anti-corruption war by President Buhari has yielded positive outcomes owing to the commitment and the political will on the side of the president. Since taking over in May 2015 the EFCC has filed 71 high profile cases and has also seized over \$6.55m and €248,248,340 from 55 money laundering suspects at the airports in Lagos, Kano and Abuja. In a bid to recover some of the stolen government money, the Nigeria National Petroleum Corporation (NNPC), the Niger Delta Amnesty programme and the National Maritime and Safety Agency (NIMASA) and many others are under investigation for alleged diversion of government funds. This commitment has received commendations within and outside Nigeria.

It is believed strongly that everything that has a beginning must have an end. Has corruption came to be part of Nigerian political, economic and social system, it can also be eradicated if strategic and stringent measures are adopted to combat it. As John Nooanan in his book titled “Bribe” cited in Otaru (2012) opined: “as slavery was once a way of life and now... has become obsolete and is incomprehensible, so the practice of bribery in the central form of the exchange of payment for official action will become obsolete”. With sincerity of purpose and commitment, Nigeria can overcome the scourge of corruption.

2.1.7 Development of Civil Service System in Nigeria

The origin of civil service in Nigeria dates back to the precolonial era and its evolution as a field of practice is usually traced from the colonial period, which lasted from 1900 to 1960 (Nwosu, 1985). Before the colonial civil service, the three Nigerian regions, Northern, Eastern and Western, had traditional mechanism for administering themselves under three dominant societies, Hausa in the north, Igbo in the east and Yoruba in the west (Nwosu, 1985). The Hausa traditional civil service system was centrally structured, and the Emir was the supreme head of the system with uncontrollable power. This exclusive right to bureaucratically control a specific jurisdiction helped emirate in formulating and administering laws, protecting citizens from external forces and collecting taxes from them to operate government (Ovaga, 2014).

Prior to the colonialism in Nigeria, Igbo traditional civil service system in the eastern region was participatory and segmented in nature. There was no central or consolidated political authority bestowed on chiefs or kings, as was done during colonial era and in contemporary times. But a number of villages formed political communities in which no single individual had supreme authority, as was the case in the Hausa traditional system. The Igbo administrative structure was community or group based, and a council of elders performed civil service duties. Each group

usually included heads of families, titled men, warlords, heads of secret societies, and age grades to mention but a few (Mutiuallah, 2014).

The Yoruba system was not only divided into different political kingdoms, but its political sub systems were classified as chiefdoms. During this period, there was no common traditional leadership in Yoruba kingdom. The administrative head of kingdom was referred to as the Oba and various and crucial decisions were made by the Oba and his council. Therefore, the civil service duties were performed by village chieftains under the Oba leadership. Nonetheless, Yoruba pre-colonial civil service system outsourced the implementation of certain decisions of the council to the ogboni society (Nwosu, 1985).

The contemporary civil service system in Nigeria originated from British colonial administration. According to Nigerian public administration scholars (Adeosun, 2012), British Colonialist under the leadership of Lord Lugard administratively unified the then Northern and Southern protectorates including the Lagos colony in 1914 as a part of the colonial service. The Europeans vested themselves with all the executive, judicial, and legislative powers and later incorporated traditional rulers into the power structure through a system of indirect rule.,

To solve the problems in the implementation of a centralized budgetary system, the three regional governance structures were created in 1946 along with a

revenue commission. These regions, in turn, created their own civil services following the adoption of a federal system in 1954 and the creation of a public service commission at the centre. At independence in 1960, both the federal and regional services coalesced in advancing the establishment of a career civil service within their jurisdictions (Anazodo et al., 2012).

2.1.8 Forms of Corruption in Nigerian Civil Service

(i) Nepotism: This is a highly biased method of distribution of state resources where a public officer prefers his or her relatives and family members or friends in awarding contracts, job recruitment, promotion, appointment to public positions, thereby ignoring the merit principle; this may lead to the downgrading of the quality of the public service (Amundsen, 1997; Commonwealth Association for Public Administration and Management, 2010). It also includes exemption of once relatives and friends from the application of certain punitive laws or regulations, and this may disrupt esprit de corps and trust. Nepotism provides room for “preferential treatment of one individual over another, without taking into accounts the relative merit of the respective individuals; this represents nothing but victimization of an individual or individuals” (Commonwealth Association for Public Administration and Management, 2010).

(ii) Ghost–Workers Phenomenon: This is a practice where the management of a public organization deliberately inflates the payroll by including fictitious names

to get more subventions for salary. The excess is siphoned by the members of management in connivance with some members of governing councils or boards (Azelama, 2005).

(iii) Budgeting and Corruption: This is a form of corruption where management of a public organization in connivance with governing council or board minister/commissioner bribes some members of the legislature to approve inflated estimate for the institution during budgeting. In a situation where the budget is already approved, the management is expected to give tips or gratifications to the government functionaries whose duty it is to release money to the institutions (Azelama, 2005).

(iv) Favoritism: This is a form of corruption where a public servant gives undue preference or favor to his or her friends, family, and anybody close and trusted in recruitment, promotion, and so on.

2.2 Theoretical Framework

Many theories have been advanced by different scholars in an attempt to explain the causes of unethical practices, lack of accountability, and corruption in Nigeria. This article presents an overview of the most important theories.

Idealistic Theory

This theory is based on the proposition that it is people's ideas that influence their culture, behavior, organization of their society; therefore, corruption is the nature of social and moral values prevailing in the society (Nkom, 1982). This

theory explains corruption in terms of some selfish ideas, which are prevalent in the value system of the society (Anazodo, Okoye, & Ezenwile, 2012). A simple extension of this logic leads to perception of corruption as emergent perversion of morality and value system in the society. This argument sets the platform on which the positions of two different schools of thought were built. These are the traditionalist school and the modernist school.

The argument of the traditionalist is that corruption and unethical practices in Nigeria are symptoms of perversion of traditional values, beliefs, norms, ethics, and so on (Azelama, 2002). This school blames corruption on invasion of African culture by the West; that is, Europeans need to bring civilization to Africa. During the colonial era, civilization was highly regarded as Europeanization of African societies, so whether the adopted strategy was that of indirect rule or principle of assimilation, a cultural transformation was aggressively pursued by the colonial masters in the areas of pattern of education, religion, value system, governance, politics, language, administrative and legal systems, and so on. They believed in cleansing the cultural elements and attributes that they saw as substandard to those of European societies; they would enthrone a cultural revolution that was indispensable to the development of African societies (Azelama, 2002). The cultural contact between Western Europe and African traditional societies

produced a cultural change in Africa. Africans embraced some aspects of the European culture and value.

Theory of Resource Curse

Two of the exponents of resource curse, Auty (2004) and Ross (2001), observe that since the 1960s, the resource-poor countries have outperformed and grown higher than resource-rich countries. Extant literature reveals that oil dependence leads to a skewing of political forces. It concentrates revenues from resources to geographic enclaves and power into the hands of few elites; this reduces their incentive to develop the governance mechanisms that enable general taxation. Empirical studies reveal that oil-dependent nations especially in developing African countries that have at least 25% of their exports from natural resources are more likely to have conflicts (Bamiduro, 2012). Bamiduro further opines that “resource conflicts seem to be driven by poor governance, greed and corruption.” Oil-dependent-rich states often lack basic ethics, transparency, and accountability, and are also characterized with poor people (Abubakar, 2004).

Theory of Two Publics

This theory was canvassed by Ekeh (1975); according to him, in Nigeria, two publics can be identified. These are the primordial public and the civil public. The primordial public is associated with kinship, tribe/ethnic group, while the civil society relates to the society outside kinship either in the public sector or in the private sector where individuals work. That is, the individual in the civil public

views his duties as moral obligations to benefit and sustain a primordial public of which he is a member. Nigerians tend to show loyalty to their kinships higher than the civil societies. Therefore, any circumstance where there is a conflict of interest between the primordial public and the civil public, Nigerians tend to protect primordial interest at the expense of the civil public (Azelama, 2002). This explains why many Nigerians involve in unethical practices within the civil public for the gain and satisfaction of their primordial public. A good example from the analysis of Ekeh is a situation where a public servant corruptly enriches himself in the public sector and utilizes a greater part of the loot for his primordial public (tribal people or his ethnic nationality).

Ekeh cited in Ogundiya (2009) is of the opinion that only rights (i.e., benefits) are expected from the state by her citizens, who owe duties (responsibilities) to a native sector or primordial and ethnic nationality. The ethnic nationality forms the basis of a “moral primordial public realm.” It was amoral civic public realm in which cheating the system was considered a patriotic duty (Ifidon, 1996). The implication of this phenomenon is that as the same actor operates in the two realms, the state apparatus is employed to better the lot of the primordial public, resulting in pervasive corruption in the civil public (Osaghae, 1995). According to Ekeh quoted in Ogundiya (2009).

2.3 Empirical Review

The push to reform the civil service in the 21st century Nigeria was precipitated by the realization that its public bureaucracy is autocratic, regimentary, and lawless, serves as instruments for the actualisation of parochial interests, slow to react to the increasing trends of globalisation, and changing demands of managerial, employee, and customer needs. The service was characterised by an aging workforce, shrinking staff resources, corrupt and inefficient workforce, declining merit-based system with low level of service-delivery. Thus, there was the need to create a committed and efficient professional civil service with a stronger emphasis on performance and less influenced by patrimonialism and ethnic loyalties (Hyint, 2014). The Bureau of Public Service Reforms (BPRS) was established by President Obasanjo's administration (1999 - 2017) as the central reform management institution to systematically drive these changes in the 21st century.

The civil service reforms in Nigeria are targeted at improving the performance of the administrative system through managerial and rules/procedure reforms. However, these reforms have always been imposed from the top rather than originating from the society. Even when inputs have been made by members of the civil society as to what should constitute the substance of reforms; the various political regimes always found it easy to alter these at the level of implementation. Thus, civil service reforms in Nigeria have been vitiated or

undermined by lack of strong concurrence between the desire of the people to reform and those charged with the governance or the political hierarchy (Babura, 2015).

In spite of all these attempts to reforms, corrupt practices and service failure across the entire public sector, unskilled staff in the service made up 70% of the entire workforce, prevalence of “ghost” workers symptomatic of poor personnel records and payroll control systems, low quality expectations and trust in public services on the part of consumers, and ultimately, in the failure of government programmes and institutional development characterized the Nigerian civil service (Ulayi, 2006). Hardly is any public service rendered free without a consideration of something in return (Sanusi, 2006). This scenario, which resulted in in lost faith in public services in Nigeria (The SERVICOM Book, 2006), led to the introduction of the 2005 SERVICOM reforms (Office of the Head of Service of the Federation, 2004).

Munoz’s (2016) long-term ethnographic fieldwork with civil servants in Cameroon reveals that the emergence of corruption and the anti-corruption apparatus are new policy challenges for how civil service reforms are negotiated in Cameroon, as rewarding individuals and organizations with contracts was an established mechanism of awarding favors and redistributing wealth—blurring the boundaries of public and private.

Gupta's (2015) analysis of corruption in northern India shows how bureaucrats collapse their role of public and private servants. Those blurred boundaries, instead of being an anomaly, are part of the normal and routine conditions in which states operate through local officials.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the methodology used in carrying out the study. These includes the population of the study, sample and sampling techniques, the instrument used in data collection, method of data collection and data analysis

3.2 Research Design

Research design is the plan on how the researcher intends to carry out his research work. This study is a descriptive survey design aimed at examining financial incentive scheme as a tool for motivation of workers. Ali (2006) stated that a survey is a descriptive study which seeks or uses the sample data of an investigation to document, describe, and explain what is existent or non-existent, on the present status of a phenomenon being investigated. Ali went further to say

that in surveys, views, facts etc are collected, analyzed and used for answering research question.

3.3 Population of the Study

All persons or things that fall under the umbrella of the research topic to be examined are referred to as the population of the study (Ohaja, 2003).The population of this study comprised of Staff of Edo State civil service commission, Edo State, Nigeria. The target population to be considered for this study is Eighty (80) respondents

3.4 Sample and Sampling Techniques

Simple random sampling were established to draw the required samples. To allow equal representation of the entire elements in the large population of staffs of 80.Taro Yamane (1967) sampling method will be adopted. To determine the sample size. Below the mathematical illustration for the Taro Yamane methods:

$$n = \frac{N}{(1+N(e)^2)}$$

Where:

n = signifies the sample size

N = signifies the population under study

e = signifies the error level.

Therefore:

$$\begin{aligned}
 n &= \frac{80}{(1 + 80 (0.05)^2)} \\
 &= \frac{80}{1 + 80 \times 0.0025} \\
 &= \frac{80}{1.20} \\
 &= 67 \text{ (Approximately)}
 \end{aligned}$$

3.5 Methods of Data Collection.

The data collection was done through the administration of questionnaires to the respondents. The researcher, with trained assistants distributed the copies of the questionnaire and then, retrieved them after the respondents had responded. The instrument which was developed by the researcher has a four-point likert type scale. The four point likert scale was used to accommodate all the research questions in the questionnaire, as shown below: Strongly Agree (5 Points), Agree (4 Points), Undecided (3 Points), Disagree (2 Points), and Strongly Disagree (1 Point). Items of the instrument were both positively and negatively structured.

3.6 Method of Data Analysis

The researcher applied the simple percentage method to describe the responses obtained. The hypothesis formulated is tested by means of the – Chi - Square. As a decision rule, if the computed value of– Chi - Square is less than the critical value of – Chi - Square at 5% level of significance, the null hypothesis (H_0) is accepted, while the alternative hypothesis (H_1) is rejected. The Statistical

Programme for Social Science (SPSS) will be used to run the Chi-square test of hypothesis. The formula for the calculation of chi-square is as follows:

Where:

χ^2 = chi-square calculated value

O_i = Observed frequency

E_i = Expected frequencies

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Data Presentation and Interpretation

The data presentation and analysis according to research question was divided into two sections; A is biographic data while section B is operational data.

Section A: Demographic Data

Table 1: Sex Distribution of Respondents

Sex	Frequency	Percentage
Male	49	73.1
Female	18	26.9
Total	67	100

Sources: Field Survey (2021)

The table above shows that 73.1% percent majorities of respondents are males and 26.9% are females.

Table 2: Age Distribution of Respondents

Age	Frequency	Percentage
-----	-----------	------------

18-30	13	19.4
31-40	32	47.8
41-50	16	23.9
51 and above	6	8.9
Total	67	100

Sources: Field Survey (2021)

The table above shows that majority 47.8 percent of respondents are within the age of 31-40 years, followed by 23.9 percent who fall within the age of 41 - 50 years, then 19.4 percent of the respondents are in the age bracket of 18 - 30 years while the remaining 8.9 percent fall within age 51 and above. This shows that majority of the respondents are young people between 31 and 40 years old

Table 3: Marital Status of Respondents

Marital Status	Frequency	Percentage
Single	29	43.3
Married	36	53.7
Divorced	2	3.0
Total	67	100

Sources: Field Survey (2021)

The above table shows that 33.3 percent are single, 53.7 percent are married, and 3.0% are divorced. This shows that majority of the respondents are married.

Table 4: Educational Qualification of Respondents

Educational Qualification	Frequency	Percentage
SSCE/GCE	10	14.9
ND	12	17.9
HND/BSC	32	47.8
POST GRADUATE	13	19.4
TOTAL	67	100

Sources: Field Survey (2021)

The table above shows that majorities 47.8 percent of respondents have HND/B.Sc./BA, 14.9 percent have WAEC/ GCE, 17.9 percent have NCE/ ND, and the remaining 19.4 percent are POST GRADUATE. This shows that majority of the respondents are either HND or B.Sc. or BA degree holder

Table 5: Grade Level of Respondents

Grade Level	Frequency	Percentage
3-5	14	20.9
6-8	21	31.3
9-11	12	17.9
12-15	11	16.4
16 and Above	9	13.4
Total	67	100

Sources: Field Survey (2021)

The above table shows that, 20.9 percent of the respondents said that they are within grade level 3-5, 31.3 percent are in grade level 6 – 8, 17.9 percent said they are in grade level 9 – 11, 16.4 percent said they are in grade level 12 – 15 and 13.4 percent said they are in grade level 16 and above. This implies that majority of the respondents fall within grade level 6 to 8.

Section B: OPERATIONALIZATION OF DATA

Table 6: Do you agreed that corruption exist in Edo State civil service?

Options	Frequency	Percentage
Strongly Agree	27	40.3
Agree	23	34.3
Undecided	5	7.5
Disagree	8	11.9
Strongly Disagree	4	5.9
Total	67	100

Sources: Field Survey (2021)

The tables above shows that 40.3% of the respondents strongly agree, 34.3 percent equally agree, 5.9 percent strongly disagree, 11.9 percent disagree and 7.5 percent are undecided. This shows that majority of the respondents agree that corruption exist in Edo State civil service

Table 7: Does corruption affects the performance of civil servants in Edo State?

Options	Frequency	Percentage
Strongly agree	21	31.3
Agree	27	40.3
Undecided	3	4.5
Disagree	11	16.4
strongly disagree	5	7.5
Total	67	100

Sources: Field Survey (2021)

The table above shows that 31.3 percent of the respondents strongly agree, 40.3 percent agree, 7.5percent strongly disagree, 16.4 percent disagree while 4.5 percent are undecided. This shows that majority of the respondents agree that corruption affects the performance of civil servants in Edo State

Table 8: Does Prompt payment of salaries and other monetary incentives would reduce the level of the incidence of corruption Edo State civil service?

Options	Frequency	Percentage
Strongly agree	19	28.4
Agree	22	32.8
Undecided	7	10.4
Disagree	9	13.4
strongly disagree	10	14.9
Total	67	100

Sources: Field Survey (2021)

The table above shows that 28.4 percent of the respondents strongly agree that prompt payment of salaries and other monetary incentives would reduce the level of the incidence of corruption Edo State civil service, 32.8 percent also agree, 14.4 percent strongly disagree, 13.4 percent disagree, while 10.4 are undecided.

Table 9: Does the remuneration Edo State civil servants could be said to be adequate in contrast to their counterparts in Federal Ministries and Agencies?

Options	Frequency	Percentage
Strongly agree	28	41.8
Agree	19	28.4
Undecided	6	8.9
Disagree	9	13.4
strongly disagree	5	7.5
Total	67	100

Sources: Field Survey (2021)

The table above shows that 41.8 percent of the respondents strongly agree that improper remuneration of Edo State civil servants could be said to be adequate in contrast to their counterparts in Federal Ministries and Agencies, 28.4 percent also agree, 7.5 percent strongly disagree 13.4 disagree and 8.9 percent were undecided.

Table 10: Does Job insecurity in Edo State civil service has resulted to increase in the incidence of corruption?

Options	Frequency	Percentage
Strongly agree	21	31.3
Agree	15	22.4
Undecided	7	10.4
Disagree	10	14.9
strongly disagree	14	20.9
Total	67	100

Sources: Field Survey (2021)

The table above shows that 31.3 percent of the respondents strongly agree job insecurity in Edo State civil service has resulted to increase in the incidence of corruption, also 22.4 percent agree, 20.9 percent strongly disagree, and 14.9 disagree, while 10.4 percent are undecided. This shows that majority of the respondents agree with the question above.

Table 11: Does motivational incentives provided for civil servants contribute to their greater involvement in corruption in Edo State?

Options	Frequency	Percentage
Strongly agree	21	31.3
Agree	19	28.4
Undecided	9	13.4
Disagree	10	14.9
strongly disagree	8	11.9
Total	67	100

Sources: Field Survey (2021)

The table above shows that 31.4 percent of the respondents strongly agree, 28.4 percent agreed, 11.9 percent strongly disagree, 14.9 percent disagree, while 13.4 are undecided. This shows that majority of the respondents agree that motivational incentives provided for civil servants actually contributed to their involvement in corruption in Edo State.

Table 12: Does Irregular/ frustrations in the payment of pensions and other retirements benefits of Edo State civil servants increases the incidence of corruption since they are unsure of their retirement benefits?

Options	Frequency	Percentage
Strongly agree	29	43.3
Agree	12	17.9
Undecided	7	10.4

Disagree	10	14.9
strongly disagree	9	13.4
Total	67	100

Sources: Field Survey (2021)

The table above shows that 43.3 percent of the respondents strongly agree that irregular/ frustrations in the payment of pensions and other retirements benefits of Edo State civil servants increases the incidence of corruption since they are unsure of their retirement benefits in the future, 17.9 percent agree, 13.4 percent strongly disagree, 14.9 disagree, while 10.4 percent are undecided.

Table 13: Does consistent monitoring and proper supervision of subordinate staff by their superior would reduce the incidences of corruption in Edo State civil service?

Options	Frequency	Percentage
Strongly agree	28	41.8
Agree	19	28.4
Undecided	6	8.9
Disagree	9	13.4
strongly disagree	5	7.5
Total	67	100

Sources: Field Survey (2021)

The table above shows that 41.8 percent of the respondents strongly agree, 28.4 percent agrees, 7.5 percent strongly disagrees, and 13.4 percent disagrees, while 8.9 percent are undecided. This shows that majority of the respondents agree

that consistent monitoring and proper supervision of subordinate staff by their superior would reduce the incidences of corruption in Edo State civil service.

Table 14: Does recruitment process in Edo State civil service could increase the incidences of corruption in the Service.

Options	Frequency	Percentage
Strongly agree	25	37.3
Agree	19	28.4
Undecided	10	14.9
Disagree	8	11.9
strongly disagree	5	7.5
Total	67	100

Sources: Field Survey (2021)

The table above shows that 37.3 percent of the respondents strongly agree, 28.4 agrees, 7.5strongly disagree, and 11.9 percent disagree while 11.9 percent were undecided. This shows that majority of the respondents agreed that the recruitment process based on political considerations and other primordial influences rather than on merit and qualification of the new entrant in Edo State civil service could increase the incidences of corruption in the Service.

Table 15: Do you agreed that appointments are given in anticipation before vacancies were made?

Options	Frequency	Percentage
Strongly agree	19	28.4
Agree	22	32.8
Undecided	7	10.4
Disagree	9	13.4
strongly disagree	10	14.9
Total	67	100

Sources: Field Survey (2021)

The table above shows that 28.4 percent of the respondents strongly agree that appointments are given in anticipation before vacancies were made, 32.8

percent agree, 14.9 percent strongly disagree, 13.4 percent disagree while 10.4 percent undecided. This shows that majority of the respondents agree with the question above.

Table 16: Does internal audit system has performed creditably as a control measure against fraud and corrupt practices in Edo State civil service?

Options	Frequency	Percentage
Strongly agree	12	17.9
Agree	9	13.4
Undecided	7	10.4
Disagree	16	23.9
strongly disagree	23	34.3
Total	67	100

Sources: Field Survey (2021)

The table above shows that 17.9 percent of the respondents strongly agree, 13.4 percent agrees, 23.9 percent strongly disagree, 34.3 percent disagree, while 10.4 percent are undecided. This shows that majority of the respondents disagree that moral incentives help in raising employees moral spirit.

Table 17: Does proper financial co-ordination of governments' revenue and expenditure would reduce the incidence of looting of state treasury by politicians in Edo State?

Options	Frequency	Percentage
Strongly agree	10	14.9
Agree	12	17.9
Undecided	5	7.5
Disagree	18	26.9
strongly disagree	22	32.9
Total	67	100

Sources: Field Survey (2021)

The table above shows that 14.9 percent of the respondents strongly agree that proper financial co-ordination of governments' can reduce the incidence of looting of state treasury by politicians Edo State., 17.9 percent agree, 32.9 percent strongly disagree, and 26.9 percent disagree, while 7.5 percent are undecided This shows that majority of the respondents believe that proper financial co-ordination of governments' revenue and expenditure would reduce the incidence of looting of state treasury by politicians in Edo State.

4.2 Data Analysis and Hypothesis Testing

From the results gathered and presented, the hypothesis earlier formulated shall be tested thereby putting to test the implications of such- finding- whether they have any bearing on existing knowledge.

Hypothesis One

H₀: Corruption does not affect the performance of civil servants in Edo State

H₁: Corruption affects the performance of civil servants in Edo State

Responses	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
Strongly Agreed	21	13.4	7.6	57.76	4.31
Agreed	27	13.4	13.6	184.96	13.80
Undecided	3	13.4	-10.4	108.16	8.07
Disagreed	11	13.4	-2.4	5.76	0.43

Strongly Disagreed	5	13.4	-8.4	70.56	5.27
Total	67				31.88

Sources: Author's Computation, (2021)

Using the chi-square () formula

=31.88

Decision Rule

Reject Null Hypothesis (H_0) if the computed chi-square is greater than the tabulated or critical value, otherwise accept H_0 . Degrees of Freedom = $(R - 1) = (5 - 1) = 4$. Level of significance = 0.05 (5%) At 0.05 level of significance and 4 degrees of freedom, the tabulated value is given 9.488.\

Decision

Since the computed chi-square of 31.88 is greater than the tabulated or critical value of 9.488, we therefore reject null hypothesis and uphold alternative hypothesis which states that corruption affects the performance of civil servants in Edo State.

Hypothesis 2

H_0 : Motivational incentives provided for civil servants does not contribute to their greater involvement in corruption in Edo State

H₁ Motivational incentives provided for civil servants contribute to their greater involvement in corruption in Edo State

Options	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
Strongly agree	21	13.4	7.6	57.76	4.31
Agree	19	13.4	5.6	31.36	2.34
Undecided	9	13.4	-4.4	19.36	1.44
Disagree	10	13.4	-3.4	11.56	0.86
strongly disagree	8	13.4	-5.4	29.16	2.18
Total	67				11.13

Sources: Author's Computation, (2021)

Using the chi-square () formula

=11.13

Decision Rule

Reject Null Hypothesis (H₀) if the computed chi-square is greater than the tabulated or critical value, otherwise accept H₀. Degrees of Freedom = (R - 1) = (5 - 1) = 4. Level of significance = 0.05 (5%) At 0.05 level of significance and 4 degrees of freedom and the tabulated value is given 9.488.

Decision

Since the computed chi-square of 11.13 is greater than the tabulated or critical value of 9.488, we therefore reject null hypothesis and uphold alternative

hypothesis which states that motivational incentives provided for civil servants contribute to their greater involvement in corruption in Edo State

4.3 Discussion of Findings

The findings from the above analysis of hypotheses, the two null (H_0) hypotheses were rejected and the alternatives (H_1) accepted. This indicates that motivational incentives provided for civil servants contribute to their greater involvement in corruption in Edo State. Motivation thus aims at propelling workers to higher productivity and higher performance leading to effectiveness and efficiency. The motivational incentives that are available for Edo State civil servants but are partially implemented include; house rent allowance, feeding allowance, outfit/wardrobe allowance (Senior Staff), duty allowance, leave allowance, study leave allowance, in-service training, hospital bill, oversea treatment (Senior Staff). Akintoye (2000) asserts that money remains the most significant motivational incentive for civil servants. This finding is in line that of many authors' literature reviewed in chapter two

The second analysis shows that corruption affects the performance of civil servants in Edo State. Corruption at this level is the highest because it involves state fund. The issues of personal and primordial attachments in appointment, award of contracts; as well inflation of contract monies, embezzlement of funds, and misappropriation of fund are critical examples of corruption in Edo State civil service.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

After a careful investigation and observation, collection and analysis of all available data, the researcher's findings revealed that:

1. Corruption affects the performance of civil servants in Edo State
2. Motivational incentives provided for civil servants contribute to their involvement in corruption in Edo State.

5.2 Conclusion

Our findings revealed that the motivational incentives provided for civil servants contribute to their greater involvement in corruption in Edo State. Furthermore, we found out that the remuneration of Edo state civil servants were grossly inadequate which accounts for their greater involvement in corruption in Edo State. The basic needs of the civil servants are hardly met by their salaries because of the prevailing economic conditions in the country. Thus, in order to meet these needs, they pilfer government funds when given the opportunity to be in channels through which public funds are appropriated.

The study identified and described the corrupt practices ranging from common bribery by field level civil servants to grand theft orchestrated through collusion among politicians, bureaucrats, and crooked businessmen. These corrupt practices include bribery, embezzlement, fraud, extortion, abuse of power, conflict of interest, and insider trading/abuse of privileged information, favoritism, collusion with business interests, and procurement contract/bid rigging and influence peddling. The review of the evidence examined indicates that politicization of the civil service, low public sector salaries, lack of accountability, weak enforcement mechanisms, and excessive regulatory procedures are consistently mentioned in the corruption surveys as the underlying factors that fuel corruption in the civil service in Edo State.

5.3 Recommendation

Based on the analysis and the conclusion of the study the following recommendations are made:

1. Civil servants should be guaranteed the security of their jobs to enable them put in the best in the discharge of their duties and responsibilities. Government should ensure the permanence nature of the Civil service. The massive purge of the civil servants by successive regimes in the bid to reducing the cost of governance should be discouraged.
2. There should be a comprehensive review of the internal control mechanisms to provide enough internal checks and balances in the Edo state civil service. Again, there should be regular and unscheduled check by superiors on those under them so as to ensure compliance to rules, regulations and standards of the service in the discharge of their day to day activities.
3. There should be a comprehensive review of the present salary structure of Edo State civil servants to ensure that they were adequately motivated to discharge their duties transparently and with a higher sense of responsibility. Therefore, to ensure effective and efficient service delivery through a corruption – free public service, the remuneration and working conditions of Civil servants must be adequate enough to meet their numerous socio-economic challenges and needs.
4. Finally, for the Nigerian government to succeed, the civil service should be organized in such a way to be in fore-front of the national change process,

initiating, guiding and managing change. Above all, the neutrality of the civil service should be guarded jealously.

REFERENCES

- Abubakar, H. I. (2004). *Financial management in local government control and accountability*. Abuja, Nigeria: Ministry of State and Government Affairs.
- Adamolekun, L (1986). *Politics and Administration in Nigeria*, Ibadan, Spectrum Books Ltd.
- Adamolekun, L (1993). A note on Civil Service Personnel Policy Reform in Sub-Saharan Africa, *International Journal of Public Sector Management*, 6(3):34-46.
- Adamolekun, L (2002). Governance Context and Reorientation of Government, In Adamolekun, L (ed). *Main Public Administration in*
- Adamolekun, L.A (1989). The Evolution of the Nigerian Federal Administration system, *Publius: The Journal of Federalism*, 19(1):157-176.

- Adeosun, A.B. (2012). Nigeria @50: The Role of Good Governance and Effective Public Administration toward Achieving Economic Growth and Stability in Fledging Democracy. *International Journal of Politics and Good Governance*, 3 (3.3):1-17.
- Aderonmu, J. A. (2009). *Civil society and anti-corruption Crusade in Nigeria's Fourth Republic*. *Journal of Sustainable Development in Africa*, 13, 75-86. *Africa Issues and Selected Country Studies*, Ibadan, Spectrum Books Ltd
- Ali, Y (2015). Buhari's Anti-Corruption Battle Rages in Nine States. *The Nation Newspaper*. September 09, 2015.
- Ali, Y.O. (2007) "The Anti-Graft War" in Saliu, H., Amali, E., Olawepo, R, *Nigeria's Reform Programme; Issues and Challenges*. Ilorin: Faculty of Business and Social Science, University of Ilorin.
- Amundsen, I. (1997). *Political corruption: An introduction to the issues* (Working Paper 99:7). Bergen, Norway: Chr. Michelsen Institute
- Anazodo, R.O, Okoye JC, Chukwuemeka EO (2012). Civil Service Reforms in Nigeria: The Journey So Far in Service Delivery. *An American Journal of Social and Management Sciences*, 3(1):17-29.
- Anazodo, R., Okoye, J. C., & Ezenwile, U. (2012). Leadership Corruption: The Bane of Nigeria Development. *African Journal of Social Sciences*, 2, 124-134.
- Auty, R. (2004). The political economy of growth collapses in mineral economies. *Minerals & Energy—Raw Materials Report*, 19(4), 3-15.
- Azelama, J. U. (2002). *Public enterprises management in Nigeria*. Benin-City, Nigeria: Ambik Press.
- Azelama, J. U. (2005). *Administration of Nigeria tertiary institutions*. Benin-City, Nigeria: Ever-Blessed Publishers.

- Bamiduro, J. A. (2012). Nigeria and the petroleum resource curse: What Ghana can learn for improved management of oil and gas revenues. *Global Journal of Human Social Science*, 12(1), 1-10.
- Ekeh, P. P. (1972). Citizenship and political conflict: A sociological interpretation of the Nigerian crisis. In J. Okpaku (Ed.), *Nigeria: Dilemma of nationhood. An African analysis of the Biafran conflict* (pp. 20-31). Westport, CT: Greenwood Press.
- Ekeh, P. P. (1975). Colonialism and the two publics: A theoretical statement. *Comparative Studies in Society and History*, 17, 91-112.
- Ifidon, E. A. (1996). Citizenship, Statehood and the problem of democratization in Nigeria. *Africa Development*, 21(4), 93-107.
- Marriam-Webster (1990). *Webster's Ninth New Collegiate Dictionary*. New York: Massachusetts
- Marriam-Webster (1990). *Webster's Ninth New Collegiate Dictionary*. New York: Massachusetts.
- Mutiullah, A.O (2014). *Revisiting Public Administration with Advanced Attitude*, Ibadan, Omotosho Printer.
- Nkom, S. A. (1982). *Ethical revolution? The futility of bourgeoisie idealism*. Paper presented at the Nigerian Anthropological and Sociological Association Seminar, Ahmadu Bello University, Zaria, Nigeria.
- Nwosu HN (1985). *Political Authority and the Nigerian Civil Service*, Enugu, Fourth Dimension Publisher.
- Ogundiya, I.S (2007). Minimizing the cost of governance in Nigeria through Civil Service Reforms: Rightsizing, Downsizing or Retrenchment. In A. S. Akpotor et al (eds), *Cost of Governance in Nigeria: An Evaluative Analysis*. Ekpoma, Ambrose Alli University press.

- Ogundiya, I. S. (2009). Political corruption in Nigeria: Theoretical perspectives and some explanations. *Anthropologist*, 11, 281-292.
- Ogundiya, I. S., & Baba, T. K. (2005). Electoral violence and the prospects of democratic consolidation in Nigeria. In G. Onu & A. Momoh (Eds.), *Elections and democratic consolidation in Nigeria*. Proceeding of the 23rd Annual Conference of the Nigerian Political Science Association.
- Olaopa, T (2008). *Theory and Practice of Public Administration and Civil Service Reforms in Nigeria*, Ibadan, Spectrum Books Ltd.
- Olaopa, J. (2008) *Theory and Practice of Public Administration and Civil Service Reforms in Nigeria*, Ibadan: Spectrum Books Ltd.
- Osaghae, E. E. (1995). *Structural adjustment and ethnicity in Nigeria* (Research Report No. 98). Uppsala, Sweden: Motala Grafiska, Motala
- Ovaga, O.H (2014). An Assessment of the Militating Factors against Effective Local Government System in Nigeria. *Journal of Liberal Studies*, 15(1).
- Ross, M. L. (2001). Does Oil hinder democracy? *World Politics*, 53(3), 325-361.
Retrieved from <http://www.maxwell.syr.edu/uploadedfiles/exed/sites/ldf/academic/ross%20-%20does%20oil%20hinder%20democracy.pdf>
- Salisu, M (2001). Incentives Structure, Civil Service Efficiency and the Hidden Economy in Nigeria, In Kayiri-Mugerwa (ed) *Reforming Africa's Institutions*, Helsinki, UNU/WIDER Publication.