

**EFFECTS OF BRIBERY AND CORRUPTION ON ORGANIZATIONAL  
PERFORMANCE A CASE STUDY OF TARABA STATE LOCAL  
GOVERNMENT STAFF PENSION BOARD, JALINGO, TARABA STATE.**

**BY**

**MAIYAKI, BULUS AGBUNYAKHI  
REG. NO. MPA/MT/08/0333**

**MAY 2012**

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**A PROJECT REPORT SUBMITTED TO THE DEPARTMENT OF  
MANAGEMENT TECHNOLOGY, MODIBBO ADAMA UNIVERSITY OF  
TECHNOLOGY, YOLA,  
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
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(MANAGEMENT TECHNOLOGY, SCHOOL OF POST GRADUATE  
STUDIES, YOLA).**

**MAY 2012**

## **DECLARATION**

I hereby declare that this project report was written by me and it is a record of my own research work. It has not been presented before in any previous application for a higher degree. All references cited have been duly acknowledged.

**MAIYAKI, BULUS AGBUNYAKHI**  
**MPA/MT/08/0333**

## **DEDICATION**

This project report is dedicated to my wife Mrs. Helen Bulus Maiyaki, our six children and our four concubines for their fervent prayers during the period of my study. Their moral and financial support have gone alone way in helping and sustaining me during the study



## **ACKNOWLEDGEMENTS**

I am grateful to God Almighty for seeing me through this programme successfully. To produce research work of this nature depends on the assistance offered by many people.

I am grateful to His Excellency, the Deputy Governor, Alh. Sani Abubakar Danladi, the Principal Private Secretary (PPS), Alh. Babaji Bala Dandinkowa for their financial and moral support that enhanced the quality of this project. I also appreciate members of the Office of the Deputy Governor, Jalingo for their contributions which helped me to produce this project report. I wish to appreciate the assistance of our Tutors who taught us.

I am also grateful to the University authority for the peaceful University environment that enhanced our studies.

I am equally grateful to the Head of Department of Management and Information Technology, Yola, Malam A. U. Alkali the HOD and Mr. Ejika Danjuma who supervised the project work that leads to success.

## **ABSTRACT**

*Bribery and corruption are crimes against humanity as it corrupts the health/character and is plaguing the Taraba state Public Service. According to the findings bribery and corruption is in the increase in our societies, and it is affecting performance and productivity as workers are after what they can get to detriment of the service and this habit if not checked will bring the Public Sector down. The main instrument used by the researcher for data collection was the structured questionnaire, administered through stratified random sampling method. The sample size consisted of 50 respondents randomly drawn from the total number of 61 staff. The findings were to compare responses of Males and Females. Simple percentages were used for data analysis. The findings show that the societal norms, rules and regulations which before this time were desirable for the maintenance of social economic order and control of bribery and corruption in the Public Sector are not longer followed. The quest to be rich and gather wealth and be known in the society today has made bribery and corruption common activities in the Public Sector. The researcher identified the effects of bribery and corruption on performance and productivity of the Public sector, to include; it hinders development, encourages stealing and brings unemployment. That the reasons why people get involved in it, is that it makes one rich quickly and makes one popular in government and society. The measures to eradicate or minimize the effects of bribery and corruption include increase of salary/wages of workers, provision of welfare scheme and have public enlightenment.*

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## **ABSTRACT**

*Bribery and corruption are crimes against humanity as it corrupts the health/character and is plaguing the Taraba state Public Service. According to the findings bribery and corruption is in the increase in our societies, and it is affecting performance and productivity as workers are after what they can get to detriment of the service and this habit if not checked will bring the Public Sector down. The main instrument used by the researcher for data collection was the structured questionnaire, administered through stratified random sampling method. The sample size consisted of 50 respondents randomly drawn from the total number of 61 staff. The findings were to compare responses of Males and Females. Simple percentages were used for data analysis. The findings show that the societal norms, rules and regulations which before this time were desirable for the maintenance of social economic order and control of bribery and corruption in the Public Sector are not longer followed. The quest to be rich and gather wealth and be known in the society today has made bribery and corruption common activities in the Public Sector. The researcher identified the effects of bribery and corruption on performance and productivity of the Public sector, to include; it hinders development, encourages stealing and brings unemployment. That the reasons why people get involved in it, is that it makes one rich quickly and makes one popular in government and society. The measures to eradicate or minimize the effects of bribery and corruption include increase of salary/wages of workers, provision of welfare scheme and have public enlightenment.*

## **CHAPTER ONE:**

### **INTRODUCTION**

There had been traces of Bribery and Corruption activities since time immemorial in the history of Nigeria and Taraba State in particular. Thus Hipset and Lerze (2000) said, "Bribery and Corruption has been ubiquitous in complex societies from ancient Egypt, Israel, Rome and Greece down to the present time".

The Nigerian State is a product of Colonial rule by Britain. One of the motives of colonialization was to spread Christianity which later provided a way for establishing colonial legitimate trade and political administration. The adoption of policy of indirect rule system of administration in Nigeria from 1902 – 1960, was the drive towards attaining the objectives of British Colonial Government in Nigeria. The policy of indirect rule was conceived to allow pre-colonial dynasties in Nigeria to run the affairs of the various domain according to the dictates of their tradition which was not in the sense of civilization and justice. For example, the British traders and companies fixed prices for their products and the same time determine the prices they had to pay for Nigeria agricultural produce. This clearly attest to the fact that under this dispensation, a Nigerian producer was exploited. The same story could be told of the construction of communication facilities. They were deliberately designed and constructed to reach out to areas of economic reliabilities as against opening up the entire country for the benefits of the country. This is just to mention a few of their actions that

were corrupt in nature. It is not surprising therefore to see that the pattern of colonial administration from 1861 – 1959 entrenched bribery and corrupt practices into the Nigeria society. A clear look of these developments could be sited through the colonial constitutional developments and the socio-economic orientation given to Nigerians.

Nigerians had expected that when the colonial masters came to Nigeria, there was going to be rapid developmental changes in the lives of the people; they expected physical transformation of the nation's infrastructures, establishment of industries, which will better the lives of Nigerian citizens and also expected gainful employment to improve their living standards; but this was not the focus of the colonial masters. They were rather selfish and this their action encouraged the evil of selfishness among people and tribes. Under normal circumstance the amalgamation of the North and South in 1914 out to have brought the various people of Nigeria together and provided a firm basis for the task of establishing closer cultural, social, religious and linguistic ties vital for true unity among the people so that the effort and energy of colonization could not be in vain. This was not so as the only thing the people of Nigeria had in common was the name of their country, since each side had different administrative set up and the products and elements of selfishness, nepotism, tribalism, political instability ethnic and communal clashes among other problems were unavoidable by the two sides.

When I graduated as an NCE Teacher in 1981, I took up teaching appointment with the defunct Gongola State in 1982 which

is now Adamawa and Taraba States, after my NYSC. There was an out cry to teach the youths decent ways of behaving and doing things that will keep the good name of the State and country at large. This means the education sector and the society foresaw that if something was not done, on time in the near future there will be deviation from the normal way people behaved. There was this out cry too during the military regime of Buhari/Idiagbon in 1984. the regime though short-lived, stood to correct certain behaviours in the life of the citizenry by introducing "War Against Indiscipline (WAI)", in offices and schools in Nigeria. The slogan "WAI" was the song sang every morning and evening in the Primary and secondary schools. The slogan sounded warning to every individual that someone somewhere is watching the way one behaved, whether in office or in the class with students. The Nigerian leaders were experiencing corrupt activities ranging from filthy habits, lack of commitment to work, lack of patriotism, drug abuse, embezzlement, fraud and other vices which are all forms of corruption. Every regime that came on Board tried to find way to reduce the fabric of selfishness, sectionalism, bribery and corruption from the society, but in the end, the selfishness of others and the quest to be in power to acquire wealth will upset them. Therefore there had never been a stable administration that will instill sense of discipline that will bring a lasting correction in the characters of Nigerians as a whole and Tarabans in particular that were corrupt. These forms of corruption that had eaten deep into our fabric as Nigerians and Tarabans need

to be fought to bring decency in every individual so as to regain our past glory as a nation and Tarabans in particular.

## 1.1 **BACKGROUND OF THE STUDY**

A research is a systematic and objectives search of new knowledge of the subject of study or application of knowledge to solution of a problem, Edward (1974).

The researcher was a teacher for 17 years in the Primary and Post primary schools from July, 1975 – August, 1992, and as an administrator for 18 years in Ministries, Extra-ministerial departments, Boards and Parastatals in Taraba State. The researcher went through many experiences as a result of teacher – student relationship and teacher – teacher relationship. On the side of the students, many were never serious with their studies yet wanted to pass and pass with good grades. Some even said that after all some students graduated with bad grades, but because they had people behind them, they went to better schools to further their education, that some got jobs which some serious students could not get after their graduation. Some students affirm that they were not after passing their papers well, but wanted just to graduate.

With the teacher – teacher relationship (Colleagues), many were not committed to their jobs. The researcher and others that were committed, they said because they wanted to be made Vice Principals and Principals of schools. There was “I don’t care attitudes” towards their jobs. Many took advantage of their positions as teachers to suppress and demanded what they wanted from

students especially the girls. There were indiscipline, unfair and untrue dealings and general laxity among the students and teachers.

The researcher remembered in 1984, during Buhari/Idiagbon regime though short-lived, saw the level of general social malaise, bribery and corruption, and indiscipline that beset Nigeria as a nation. The regime stood to fight these social vices in the society. The regime introduced "War Against Indiscipline (WAI)". The slogan "WAI" was to announce the effects of these social vices. Many public servants, office holders and politicians who were found wanting in their dealings were arrested and detained. This really reduced certain bad behaviours and habit in the Nigerian societies. Fear was instill into Nigerians whose behaviours and characters towards their jobs were questionable. These behaviours seems to be in the increase today.

The researcher's experiences as an administrator from August, 1992 – July, 2010 is another story. Taraba State was created in August, 1991, at the early part when it was created, civil servants in the public sector were zealous ready to learn their jobs and were committed to their wok. The first leaders who led the State were committed and dedicated. Public officers deployed from the then Gongola State and those who were employed here in Taraba State, and those who were converted from other cadres to the administrative cadre where so dedicated to their duties. Performance and productivity in the civil service was glaring. The beginning of the researcher's eighteen (18) years experience in the service proper, the

Public service was an interesting place to learn and to grow. But as time went on with successive administration and leadership, public servants became adamant. The researcher experienced unfair and untrue dealings which include embezzlement, fraud, mismanagement, indiscipline, lack of patriotism, filthy habits, lack of commitment to work and greedy. Civil servants are not ready to learn their jobs, but are after accumulating wealth for themselves. Some of the public officers because of "God fatherism" became so powerful that no one can transfer them to any ministry of department they think it is "dry" (money is not pump there).

The most disheartening thing is the way and manner the lower echelon (junior staff), Office clerks, messengers, cleaners and other administrative cadre are not ready to learn the civil service work, and will not pay attention to solve one's problem unless you grease their palms with money. At the upper echelon, it is the corruption of greed which occur in the process of decision – making in awarding contracts, employment and other forms of manipulation of political institutions. Vacancies are filled with unsuitable, unqualified brothers and sisters or girl friends or with non-indigenes that have money to give out. Public service is no longer result oriented, and public servants are not ready to learn their jobs to put in the best. This evil of bribery and corruption has eaten deep into the fabric of the public sector. Something must be done to bring back the glory in the civil service before its doom completely. The researcher is concerned about how the civil service will be in the near future if this trend of

corruption is not checked. It is in this background that the researcher has chosen to find out the effects of Bribery and Corruption on Organizational performance to revamp the glory of the civil service in Taraba State.

### **Historical and Geographical Background of Taraba State**

Taraba State known as "Natures gift to the Nation" is one of the 36 States in Nigeria including Abuja Federal Capital Territory. The state was created on August 27<sup>th</sup>, 1991, when the General Babangida Military Administration carved it out of the defunct Gongola State now Adamawa State. The State derives its name from one of the three major rives Benue, which rises from the Cameroun highlands and flows southwards from the River Niger. Its major tributaries are the Taraba which the State got its name, and Donga Rivers, which covers a land area of 59,400 square kilometers. At inception, the State comprised only ten (10) Local government areas namely; Jalingo, Donga (created on 27<sup>th</sup> August, 1991), Zing, Lau, Karim Lamido, Sardauna, Bali, Gashaka, Wukari and Takum.

The state currently has sixteen (16) local government areas as a result of the creation of the following new LGAs; Ibi and Yorro in September, 1991 and Ardo-Kola, Kurmi, Ussa and Gassol in 1996. There is also Yantu, a Special Development area created by Pharm. Danbaba Danfulani Suntai's Administration in 2008.

Taraba State lies roughly between latitude of 6° 30" and 9° 36" north and longitude 9° 10" 50" east. It is bounded by Bauchi and Gombe States in the north-east and Adamawa on the east, by

Plateau state in the North-west. The State is further bounded to the West by both Nassarawa and Benue States, while it shares an international boundary with the Republic of Cameroun to the South and South-east.

The State has a total land mass of 60,291.82km sq, and a population figures of two million, three hundred thousand, seven hundred and thirty-six people (2,300,736) according to the 2006 census figures released by the National Population Commission (NPC).

There are over eighty (80) ethnic groups found in Taraba State each with its distinct historical and cultural heritage cohabiting peacefully, with one another. Some of the tribes include Mumuye, Ichen, Wurkum, Mambilla, Kuteb, Chamba, Jukun, Yandang, Fulani, Jenjo, Kunini, Lo, Ngoro, Kambu, Kaka, Bandawa, Munga, Tiv, Zo, Bambuka, Jibu, and Jole Hausa is commonly spoken by most indigenes of Taraba State in respective of ethnic grouping. Other ethnic groups like Yoruba, Igbo are also found in Taraba State.

Taraba State lies within the Guinea/Savannah region which gives rise to tall trees and grass. There are two seasons, thus the dry and rainy seasons, common to tropical regions are also the dominant climatic features, rainy season starts in April and ends in October, while the dry season begins in November and terminates in March. The dry season reaches its peak in January and February when the dusty north east trade winds blow across the state. The climatic, soil and hydradology of the State provide a conducive

atmosphere for the cultivation of most staple food crops, grazing land for animals and fresh water for fishing as well as forestry. The average yearly rainfall in the state is 1,350mm. The main annual temperature is around 28°C (degree centigrade).

The highest point in the state is the Mambilla Plateau which stands at well over 1,830 metres above sea level thereby becoming the highest point in the country. One of the richest endowments of the Plateau is the over 2,000,000 herds of cattle being reared in the area.

The main occupation of the people includes farming and trading. There are also carpenters, masons, transporters, blacksmiths, porters and preachers. Most successful farmers are the civil servants. There are three (3) main religion; Christians, about 60%. Muslims - 30%, and traditionalists, 10%.

The agrarian nature and rich alluvial track of soil found in most parts of the State makes Taraba State conducive for growing of various foods and cash crops. Its agrarian economy can sustain the entire Nigeria nation.

The role industrialization can play with overall development of the State has spurred no effort in aggressively development its industrial base by the establishment of such industries as the Taraba Gas Company. The State Government and foreign business is embarking on the construction of the institution dollar Mambilla Plateau Hydro Electric Project which when completed will service the energy needs of the country and even beyond.

In addition, the State government under democratic dispensation is resolutely committed to reviving and consolidating ex-industries such as the Baissa Timber Development Company, the Taraba Tomato Industry in Lau and the Nigerian Beverages Production Company Tea Factory, Kakara in Sardauna LGA. Bold steps have been taken to invite foreign business to invest in critical areas like solid mineral exploration and development.

In the field of Tourism, Taraba State is one of the pace-setters. Some outstanding tourist attractions include; the Mambilla Plateau which has a beautiful landscape of alleys and waterfalls, its lush green vegetation is conducive for pasture. The Plateau which stands over 1,830 metres above sea level is the highest peak in Nigeria and its cool temperature climate makes it a suitable site for holiday makers both from Nigeria and abroad.

The Gumti National park in Gashaka LGA is another outstanding tourist landmark in the State. It is the largest of all the eight national parks in the country and most diverse in terms of species in the whole of West Africa, harbouring animals like the Columbus Monkeys and Warthogs. Its vast expanse of 6,411 square kilometers harbours rivers, valleys and peaks that attract holiday makers. It also has recreational facilities like hotel accommodation with ultramodern communication facilities. Taraba State is a place of mountains, hills, and flat land. The mysterious rock formation at Kpambo and Fikyu with the former resembling human being on top

of the cave, and the later having the appearance of a human being wearing a big flowing gown, and also the Bilako Hills located in Zing LGA, which is a good picnic site for tourists. The Marmara pond in Wukari town is a legendary pond for crocodiles and white fowls. The story has it that these crocodiles travel over a distance of 1.5km to pay homage to the Jukun supreme leader (Aku-Uka palace) every Friday. All these offer good view and attractions. There are many water falls in Taraba State. The Barup is the most popular of the water falls in Taraba State site where the hydro-electric dam project is being developed by the Federal Government. There are also water falls inside the Gashaka/Gumti Park. The most outstanding is the Tunga water fall and many other small ones.

The early missionary outpost and graves of deceased missionaries are located in Ussa LGA and Ibi town, in Ibi LGA, are also some of the historical tourist sites found in the State.

Education continues to receive the highest priority attention from the State government.

The State currently has five (5) Post secondary institutions namely: College of Agriculture, College of Education, College of Nursing and Midwifery, Jalingo, State Polytechnic, Wukari and College of Health Technology, Takum.

The State University took off in 2008 to cater for the increase need of education in the State. The State government is also giving educational a boost by granting scholarship to students in institutions of higher learning.

Taraba State currently has over two hundred and fifty (250) Post Primary schools. The Universal basic Education Programme is also being pursued with vigour in order to revolutionize the development of education in the State.

The location of Taraba State is strategic as it shares borders with other neighbouring States and International boundary with the Republic of Cameroun to the south and south east. The State Capital Jalingo has a good network of well tarred roads connected to most parts of the State. The Taraba State Transport corporation (TSTC) has in it fleet buses, lorries, canoes and two aircrafts to cater for land, water and air transportation service. GSM services are available all over the State.

Taraba State is served by three electronic media establishments namely, the Taraba State Broadcasting Service (TSBS), the Taraba Television Corporation (TTV) and NTA, signals of the three electronic media are received widely in the State.

Taraba State has enjoyed great and important improvement in the area of provision of Health facilities since its inception seventeen (17) years ago. The State can boast of an ultra-modern and well equipped specialist hospital located in Jalingo, the State Capital. The State has three Referral Hospitals located in Mutum Biyu, Gassol L.G.A, and Serti, headquarters of Gashaka LGA and Pantisawa, Yorro LGA.

The State has well equipped General Hospitals located at Wukari, Gembu, Warwar, Bambur and Zing. Takum hospital which was destroyed during the Takum crisis is being reconstructed. All these hospital were renovated and expanded to meet the every growing needs of patients. Cottage hospitals and many comprehensive Health centers have also been established in various local government areas to cater for the rural populace.

The School of Nursing and Midwifery, Jalingo and school of health technology, Takum, have continued to provide the manpower training of the area of Health in the State.

The State government is playing a leading role in rolling back malaria and the HIV/AIDs scourge in the State through her programmes. During the media tour of all the State of the federation, Taraba State was commended as one of the best States in Nigeria in terms of provision of health facilities. This is due to the commitment of the State government in providing health care for the citizenry.

## 1.2 **STATEMENT OF RESEARCH PROBLEM**

The incidence of Bribery and Corruption had been a source of concern to every successive administration in all the tiers of Government in this Country. Despite the sets of laws enacted and decrees promulgated for legal framework to combat the menace, it is in the increase in every administration. However, the magnitude of bribery and corrupt activities are not the same in every society. Some countries, states and local government councils are more

corrupt, yet others have better plans in managing bribery and corrupt activities. Taraba State in particular is obviously not one of the States with better ways of handling bribery and corruption, despite the unending bribery and corruption commissions and all the efforts made by successive administration to transform the State into a bribery and corruption free society. The effects of this menace is telling very much on the State and its local government councils. Most public servants are not interested in the government work, but in accumulating wealth for themselves.

The researcher's experiences as an administrator for eighteen (18) years (1992 – 2010) in many offices in the public sector discovered there is a high more decadents, lack of commitment to work, many public servants, political appointees in government offices are not ready to learn the public work, but are after what they can get. Therefore, performance and productivity in the public service is nothing to write home about.

The researcher discovered also that public servants who are able to accumulate wealth through dubious means, bought mansions, buy flash cars, have become heroes and their praises are being sang in every corners; while those that want to be just are looked down upon. As a result of this, majority of the Civil servants are not longer interested in learning the government job, but finding means to accumulate wealth by all means. This has affected performance and productivity in the public sector. There is therefore the need for redressing the ugly trend to save the public service from

embarrassment and collapse. It is on this account that the researcher is motivated to find out the effects of bribery and corruption on organizational performance and to proffer solutions to this evil syndrome. Therefore, the researcher intends to find out;

1. Why there is laxity in the Public Sector?
2. What causes people to be involved in bribery and corruption?
3. What are the factors that encourage bribery and corruption?
4. What are the effects of bribery and corruption on organizational performance?
5. Why are cases of bribery and corruption rampant?

When answers to these questions are got, it will help to adopt a new approach with a view to effectively deal or manage the challenges of bribery and corruption in the society. This has motivated the researcher to contribute his own quota in a way to wipe out or reduce bribery and corruption in Taraba State public sector to pave way for effective performance and productivity in the public sector.

It is believed that the findings will lead to identification of the major causes of bribery and corruption, consequences, management and control in the Public sector of Taraba State, and in the final analysis make some recommendations to those in authority, especially government, how to manage, eradicate or at least minimize bribery and corruption in the public sector of the State.

### 1.3 **OBJECTIVES OF THE STUDY**

By objective of the study we mean the aims of the study. The research is aimed at finding out the effects of bribery and corruption on organizational performance and productivity in the public sector of Taraba State. Therefore, the research is to find out or to:

- (i) To create awareness of the effects of bribery and corruption on organizational performance and find out the major causes of the bribery and corruption;
- (ii) To ascertain reasons why some civil servants are involved in bribery and corruption.
- (iii) Find out the factors encouraging taking bribe or involving in corrupt practices in the public sector of the society.
- (iv) To suggest possible solutions to remedy, control or minimize the problem.
- (v) The study is also aimed at recommending the methods, measures, strategies and means by which the people of different communities, government, especially public sector and other organizations can adopt in fighting bribery and corruption in the State.

### 1.4 **RESEARCH QUESTIONS**

The findings of this research work will be guided by these questions.

- (i) Is the Public sector involved in Bribery and corruption?
- (ii) What are the effects of bribery and corruption on organizational performance and productivity?

- (iii) Are there reasons why people get involved in bribery and corruption?
- (iv) Public Officers no longer put in their best in their place of work as the case may be.
- (v) Can performance be improved in the Public sector of Taraba State?

#### 1.5 **SIGNIFICANCE OF THE STUDY:**

The trend of bribery and corruption has assumed a greater proportion especially in the public sector in recent years. In view of this, findings from the study of this nature are expected to raise the theoretical and practical values of the public administration and government in the state and Nigeria which may lead to a more constructive, more relevant, more elaborate and less expensive ways of combating bribery and corruption;

The study is to stimulate other researchers into investigating further on problems arising from bribery and corruption and apply solutions as to how these problems can be managed.

The effects of bribery and corruption if known will provide reliable information to all those who are concerned with management, administration, policy makers, programme planners to check this ugly trend towards state and national development.

In view of the foregoing when the research work is completed, it is hoped that those that will be privilege to read it will be saved from embarrassment, character deformation, corrupted heart resulting from problem of bribery and corruption and be better

equipped to carry the gospel against bribery and corruption to others especially those in the public sector and the society at large.

#### 1.6 **SCOPE OF THE STUDY:**

This study covered the staff of the Taraba State Local Government Staff Pension Board, Jalingo, but excluding their cleaners, gardeners and messengers. This Board is one of the Boards in the Public sector of the State.

The sample is limited only to this department with staff with the qualification of at least National Diploma in their own fields of study. It is my belief that the data to be collected and presented in this research work will portray the common bribery and corruption activities; especially the effects on organizational performance in Nigeria and Taraba State Public sector in particular, as people have common behaviour anywhere they live.

#### 1.7 **LIMITATION OF THE STUDY**

Man is not a perfect being, only God is perfect in doing all things. In view of this, no matter how much effort the researcher may put into the statement of his methodology and particularly, in the sampling from population and design of the study schedule, some imperfections are likely to surface. This is true because every research work has some peculiar problems associated with it, which may be different from others due to area of study and subject of study which can create imperfections. Moreso not to talk of a (novice) researcher who has little experience.

The researcher found it difficult selecting the area of study out of about sixty government departments in the State, and the sample size out of the sixteen thousand (16,000) public (workers) servants to choose from.

There were limited resources at the researcher's disposal to finance the research work and also limited time allowed for the study. The researcher intend to limit his area of study to Taraba State Local Government Staff Pension Board, Jalingo as it is within the State headquarters to reduce cost of travelling.

## **CHAPTER TWO**

### **LITERATURE REVIEW:**

#### **2.1 INTRODUCTION:**

From time immemorial Bribery and corruption existed with man and it is as old as the World itself. The history of ancient civilization had traces of illegal and corrupt practices. Thus Lipset and Lenze (2000) noted that corruption has been ubiquitous in complex societies from ancient Egypt, Israel, Rome and Greece up to this present time. No wonder the Holy Book of the Christian faith the "Bible" which is one of the first books in the world, stated in Genesis chapter 6 verse 11 and 12, verse 11 says "Now the earth was corrupt in God's sight and was full of violence", verse 12 says, God saw how corrupt the earth had become, for all the people on earth had corrupted their ways". Bribery and corruption are believed to be endemic in the modern governments and it is not peculiar to any continent, region or ethnic group. The magnitude of bribery and corrupt practices are not the same, some countries are more corrupt than others and some have better plans in managing corrupt practices.

#### **BRIBERY**

The New Age Encyclopedia Vol. 3, (1981, 263) defined bribery as "the offering, giving, or receiving of anything of value so as to influence a person who is discharging a legal or public duty".

The Encyclopedia Americanan, Vol. 4 International edition (2006, 515) says, "Bribery is the crime of voluntary offering,

promising, giving, receiving, agreeing to receive or soliciting any sum of money or other things of value with the corrupt intent of influencing the action of a public officer in the discharge of his official duties". It stated that it include improper dealing with the conduct of public affairs, whether in the legislative, Executive or Judicial department of government. It is when money or other reward is offered or received with an unlawful intent, it is not necessary that the act for which it was offered be actually accomplished for the offence of bribery to be complete.

According to James Lindgren in the World Book Encyclopedia Vol. 2 (2001:597), says "Bribery is the crime of giving or receiving something of value to influence official action. Both the person giving and the person receiving the bribe are guilty of bribery. That Bribery is illegal for two reasons:

1. It usually involves a public official using his or her office for personal gain;
2. It can cause officials to make unfair decisions that affect citizens. It is a very old crime. There is evidence of bribery dating back more than 4,000 years. Usually, a person who bribes a public official is paying to get special treatment.

That this special treatment can come in many forms. For example, a company might bribe an official to win a government contract.

That bribing a public official is the most common type of bribery. That in the United States officials convicted of bribery may

be defined, removed from office, and sent to prison for up to 20 years. That commercial bribery, the bribery of owners of employees of private companies, is also illegal in many places, but it is less commonly punished.

That no one knows how often people commit bribery, but that many experts believe that most people who bribe officials are never caught. That bribery is more common in some countries or parts of countries than in others. That many countries have made it illegal to bribe officials from other countries.

### **CORRUPTION**

According to Hannington Ochwada in the Encyclopedia of African History, Vol. 1, A-G (2004:317), defined corruption as "the deliberate combination of public office positions with the process of accumulation of wealth".

Adam (1995) defined corruption as "the International Mis-performance or neglect of a recognized duty or unwarranted exercise of power with the motive of gaining some advantage more or less directly personal".

Anwana (2003) sees corruption as the misuse of public power for private gains.

Alatas (1980) however characterizes corruption as "the abuse of trust for the sake of private benefits".

According to C.W. Gray and Daniel Kaufam (1997) corruption is "the use of public office for private gains". This includes bribery and extortion which necessary involves at least two parties and other

types of malfeasance that public official can carry out including fraud and embezzlement. They went on to elaborate that bribery and corruption cover such areas as government award of contracts, government benefit public revenue, true saving and regulatory avoidance which also includes the granting of permission to carry out illegal activities influenced through bribe.

J.A. Ariyejoto (2002) said that corruption is not only seen in realm of ethnic or religious peripheral but from class struggle. He further said that the social stratification of Nigerian society has contributed immensely to the improvement of greater number of the people whose leaders amass wealth at expense and peril. He added that the masses are neglected.

His approach to the issue of corruption and be seen from the Marxist political economy of class and struggles. Karl Mark saw the struggle between classes and role of the state as an instrument of oppression and suppression leading to the promotion and protection of the bourgeois which further exacerbated the dichotomy between the social classes.

Claud Ake (1985) stated that "the state is a specific modality of class domination, one which class domination is mediated by commodity exchange so that the system of institutional mechanism of domination is differentiated force standing alongside society".

Akor Ikpan (2000) on his part defined corruption as "any act which belittles someone". He further raised some key issues that constitute corruption as trust, poverty, education, leadership

inequality in the distribution of resources and policy initiatives and implementations.

The Encyclopedia Americana, Vol. 4, (2005, 515), says "Corruption is a general term for the misuse of a public position of trust for private gain", that its specific definition and application vary with time, place and culture". He said that many action popularly described as corrupt may not be so defined in law, although they may constitute a departure from strict ethical standards. He added that the definition of corruption in areas other than politics is also uncertain. That this is because of the quasi-public nature of large enterprises in modern capitalist countries, financial manipulations and decisions injurious to the economy are often labeled corrupt. That the term is often applied also to misjudgement by officials in the public economies of socialist societies.

Danbury Connecticut in the Encyclopedia America Vol. 8, (2006, 22) describes corruption in connection to politics that political corruption concerns the illegal pursuit or misuse of public office. That it include electoral corruption which he says includes purchase of votes with money, promise of office of special favours, coercion, intimidation, and interference with freedom of election. That it also involves sale of legislative votes administrative or judicial decision or governmental appointment. Disguised payment in the form of gifts, legal fees, employment, favours to relatives, social influence, or any relationship that sacrifices the public interest and welfare, with or without the implied payment of money, is usually considered corrupt.

The World Book Encyclopedia Vol. 4, (2001, 1072) describes corruption in conjunction with corrupt practices. That corrupt practices are "ethical techniques use by politicians to gain a political advantage in a election". That the term is most commonly used in referring to federal and state legislation, called corrupt practices acts that governs campaigns and elections. That these laws prohibit such activities as bribery, ballot-box, stuffing, tempering with voting machines, and threatening or impersonating voters. That many of these laws also govern party campaign, finances; that many States have laws that limit the amount spent by candidates and parties in the State and Local elections.

Alemika Emily I (Esq.) in the paper he delivered during the 3<sup>rd</sup> Annual Anti-Corruption Conference Groups Discussion with the theme "Sustaining the Tempo of the Federal Government Anti-Corruption policy: held at the Hill Station Hotel, Jos, on March 8-10, 2006, described corruption as "the abuse of public office for private gain". He added that it encompasses unilateral abuses by government officials such as embezzlement and nepotism, as well as abuses linking public and private actors such as bribery, extortion influence peddling and fraud. That though corruption arises in both political and bureaucratic offices and can be petty or grand, organized or unorganized, it facilitates criminal activities such as drug trafficking, money laundering and prostitution and does not restricted to these activities alone.

Jide Olavanmi and Co. in his book 7 Anti corruption laws stated that corruption includes bribery, and other related offences; "dealing" include: -

- (a) Any purchase, sale, loan, charge, mortgage, lien pledge, caveat, transfer, delivery, assignment, subrogation, transmission, gift, donation, trust, settlement, deposit withdrawal, transfer between accounts or extension of credit,
- (b) Any agency or grant of power of attorney; and
- (c) Any act which results in any right, interests, title or privilege, whether present or future or whether vested or contingent, in the whole or in part any property being conferred on any person.

Corruption is in the presence of moral perversion, evil thoughts and actions as well as intentions including acts. It is also seen as perversion of purity and therefore a violation of the moral order.

Alemika Emily I. (Esq.) in the paper he delivered during the 3<sup>rd</sup> Annual Anti-corruption conference and group discussion with the theme; "Sustaining the Tempo of the Federal Government Anti-corruption Policy", held at the Hill Station Hotel Jos, on March 8<sup>th</sup> October, 2006, described corruption as, "the abuse of public office for private gain". He added that, it encompasses unilateral abuses by government officials such as embezzlement and nepotism, as well as abuses linking public and private actors such as, bribery, extortion, influence peddling and fraud. That though corruption arises in both political and bureaucratic offices and can be petty or grand,

organized or unorganized, facilitates criminal activities such as drug trafficking, money laundering and prostitution, and is not restricted to these activities alone.

### **TYPE OF CORRUPT PRACTICES**

Experts, Legal practitioners, Educationist use terminologies to describe corrupt practices to include fraud, embezzlement, misappropriation, mismanagement, falsification, unofficial borrowing, kite-flying, over-invoicing, defalcation, robbery, theft, premature writing-off of assets, forgery of signature and certificates etc. depending on the person involved, and the circumstances surrounding him at the time he or she intends to/or commits the acts. This means corruption has multi-faceted phenomenon no matter the controversies surrounding it.

## **2.2 THE SOCIO-ECONOMIC IMPLICATIONS OF BRIBERY AND CORRUPTION**

When God finished the creation of the heaven and the earth, and all the things in it, the Bible in Genesis Chapter 1 verse 31 ("A" part) says, "God saw all that he had made, and it was very good". God intended that man should enjoy the good things He has made, but today the story is different. We are all witnesses to what they whole world is going through today especially as bribery and corruption is concerned.

In Nigeria as a whole, and Taraba State in particular what has kept the State in perpetual poverty misery and underdevelopment is the problem of bribery and corruption which has become so endemic

in the society and has under-mined effective governance, erodes the socio-economic and moral fabric of the nation.

The public out-cry of poverty, unemployment, diseases, malnutrition, hunger and other accompanied miseries in Nigeria as a whole and Taraba State in particular and other parts of the world is the result of corrupt practices in the society. A corrupt society cannot achieve any meaningful development.

Additionally, bribery and corruption are found in the political, democratic, dictatorial public feudal capitalist and socialist economies; that is why corruption is described as having multi-faceted manifestation in the realm of socio-political and economic shares. Bribery and corruption have engulf our religious institutions as leaders and followers in Churches and mosques, traditional institutions have turned to be the pavilions of the pervasive corrupt practices.

The issue of bribery and corruption in the Taraba State Public sector is beyond looting treasury. It is associated with individuals or groups that are engaged in siphoning people's money into their personal coffers. Some connive to deprive others of their entitlements. Some their landed properties are taken away forcefully by well to do individuals. Bribery and corruption is beyond monetary aspect as all aspects of human activities that are diversionary to public goods resulting from assassination, killings of innocent souls, prostitution, immoral acts and other bad and unacceptable acts are all forms of corrupt practices.

The most disheartening issue is the way and manner the public sector in Taraba State are involved in all forms of corrupt practices from the lower echelon in public office like the office clerks, messengers, cleaners, attendants and other administrative cadres will not pay attention to solve one's problem unless you grease their palms with money. At the upper echelon, it is corruption of greed, which occurs in the process of decision-making in awarding contracts, employment and other forms of manipulation of political institutions, rules of procedures and distorts policy, implementations. In the public sector of Taraba State since 1992, when I joined the "Service proper" from the classroom, advertisement would be made to fill certain vacancies with suitable qualified candidates at last the vacancies will be filled with unsuitable, unqualified brothers and sisters, some non-indigenes that have money to give out.

In the Taraba State Local Government Staff Pension Board, almost all the staff were transferred out of the Board in May, 2010 for embezzling over one hundred million Naira, money meant to pay Pension and gratuity of some retirees, and some officers that were late. Even Junior and senior staff entrusted with the processing of late people's benefits divert such moneys into their personal use leaving the widows, widowers and orphans, some orphans were drive out of school for lack of payment of school fees, yet other people are lavishing with what belongs to the widows and the orphans what a heartless generation.

Also, in May, 2010, the Executive Governor of Taraba State, Pharm. Danbaba Danfulani Suntai, constituted a Commission of Enquiry into the Finances of Local Governments in the state within the period of 2003 to 2007, what the commission discovered was amazing. Some public servants in the Taraba State Board of Internal Revenue (names withheld) opened an account without the State Accountant General's consent, deposited State revenue to the tune of many millions of naira and also privately withdrew millions of naira, spent the money without the knowledge of the State government. What a terrible and fearless public servants. Money that was supposed to be used to employ thousands of unemployed youths and also for some development in the State was embezzled by some few selfish individuals. How can posterity forgive this pervert generation of us. How can we be blessed by God? In July 17<sup>th</sup> 2010, the Executive Governor Pharm. Danbaba Danfulani Suntai dismissed seven (7) principals including Exam Officers for embezzling students' Examination fee (SSCE and NECO).

### 2.3 **CURRENT TREND OF BRIBERY AND CORRUPTION**

With the cooperation of the President of the World Bank, James Wolfeson and IMF Managing Director, Michael Camdessus after long debate and discussion of the problem posed by corruption, especially in developing countries, the Crottingen University and Transparency International, at the international level rated Nigeria as the second most corrupt nation after Bangladesh in 2001

This may be true because many leaders of the States of the Federation were not free of corrupt charges, for example, in Enugu State, Sule Ahman, a Colonel and former Military Administrator, did not pay three – year arrears and allowances of civil servants and about N9m for the construction of a Bus stop was carted away.

In Ogun State, Ewang Sam, a Group Captain and formal Military Administrator, was accused of purchasing a duplex of N7.2m at Marwa Garden in Lagos. There was other financial scandal leveled against him.

Similarly, in Edo State, Baba Adamu Nyam, a Group Captain and former Military Administrator, was accused of N375m as special development grant and ecological fund of N200m and also N64m launching of the Oba Akenzua sports Complex, Benin City. There were other financial misappropriations leveled against him.

Also in Ebonyi State, Walter Feghabo, a Navy Commander, carted away, N400m from the shoddy construction works of roads and other fraud that were leveled against him.

In the same vein, in Akwa Ibom State, Joseph Adesi, another Navy Commander, was accused of allegedly embezzled N60m out of the contract sum for construction of Five-star Hotel. There were other financial misappropriations against him.

In Kaduna State, Hameed Ali, a Colonel Sacked 27,000 civil servants and embarked on a ridiculous projects of contracts award of over N46b, he also made all the Local Government Councils in the state to remit N50,000.00 to N100,000.00 each to the National

prayer and to the Office of the Director-General in charge of Government House respectively. The people of Kaduna State described the action of the Governor of Kaduna State as total annihilation and systematic destruction of the State.

In Plateau State, the Plateau Democratic Youth Association (PDYA) challenged Habibu shiabu a Colonel and former Military Administrator, over the mismanagement of the State resources of N250m. There was another looting scandal leveled against Habibu Shuaibu.

In the same vein, in Adamawa State, Joe Kalu Igboahagh was accused of awarding a contract of N36m to Withers Engineering Limited. There was the abandoned N150m fertilizer company contract and N50m civil servants housing estates and N25m agricultural loan projects disappeared. He was said to have built a mansion of N200m at Ariba, Abia State his home town.

The former military Administrator of Yobe State, Wing Commander John Ben-Kalio left the State with N2b debt in two years which was never accounted for.

In Gombe State too, the former Military Administrator, Group Captain John Orji could not defend the N200m ecological fund including the N50m of the Radio Station.

Similarly, in Imo State, Tanko Zabairu, past Military Administrator of the State was asked to refund N197.9m and other contracts and civilian appointees were also quarried to refund the looted money.

The above statistical data enumerated are not exhaustive as there was a public outcry in all the States of the Federation as to how Military Administrator looted the treasury during Abacha Military dictatorship. In Taraba State, in 1994 during Military administrator Col. Dickson there was a flood disaster in Lau LGA, an assistance of over twenty-two million Naira was given by the National Emergency Management Agency (NEMA) to be shared to less than twenty households, but surprisingly some two people were given one blanket from what the State bought with the money to share. Others did not see any relief materials. In 1998, after the Military administrator of Taraba State, Compel A. E. Oyakhire had left office, the State stakeholders were trying to find out what was done with the over N200m Ecological fund, since they were afraid to raise the issue when the administrator was still in office, as some of them had their shares, others grumbled as they had no share. Finally, the investigation was put in a cooler.

The corruption long story at Local Government Council level (Local Government Councils) is at alarming rate. The Local Government Chairmen and Councilors engaged in massive looting of the treasuries and putting the rural masses and down trodden into perpetual abject poverty. The revelation of these Local Government Council Chairmen is indicated by the source magazine of July 2, 2002 (Page 26) and News Watch of June 24, 2001.

The incidence of corruption is very common, for instance, ten (10) Local Government Councils from Kaduna State, three (3) from

Kwara State, six (6) from Imo State, three (3) from Delta State, four (4) from Akwa Ibom State, One each from Cross River, Zamfara, Ojo and Ogun States and a host of others were reported to have looted the treasuries of their respective Local Government Councils. In Taraba State most of the looting was directed by Military administrators, and the stakeholders could not report for fear of losing their positions.

The Banking sector is not left out in the corruption scandals. It was reported that over N310b in circulation and most of the frauds came from bankers and bank employers. The Central Bank of Nigeria in 2001 reported that the amount of money stolen represents a fraction of N2.18b or (\$300m) and DM200. The Central Bank of Nigeria further stated in her annual report of the apex bank that 732 cases of frauds and forgeries of which 388 cases were successfully executed representing 53.7% of the total number of cases.

The Central Bank of Nigeria also reported in the Sunday Punch Newspaper of June 8, 2001 that N1billion was missing from banks vaults and the culprits are bankers and bank employers who used their positions to manipulate customer's accounts or suppress it.

#### 2.4 **EFFORTS MADE BY FEDERAL GOVERNMENT TO ERADICATE/ FIGHT BRIBERY AND CORRUPT CASES**

The menace of Bribery and Corruption is a world wide phenomena. For this reason, the past Nigerian administrations promulgated decrees and enacted Laws for legal framework to combat bribery and corruption. Some of these laws, decrees and

institutions put in place by the Federal Government to minimize bribery and corruption are enumerated and discussed briefly here below: -

(i) **Independent Corrupt Practices and Other Related Offences Commission (ICPC), 2000**

This is referred to as Anti-corruption Law and was enacted in 2000 by the Federal Government of Nigeria to deal with corrupt practices and other related offences. It consists of 71 Sections and prescribes punishment for corrupt practices and related offences which some of the sections include:

Section 3: Establishment and Implementation.

Section 8: General duties investigations of complaints and prosecution of offenders.

Section 9: Corrupt Officers of Public Sector.

Section 10: Corruption Demand by Persons.

Section 12: Bribery of Public Officers.

The ICPC has done a lot of good by creating fears into the lives of many Nigerians who had corrupt intentions of looting public and private properties. However because of the loophole of the ICPC that the Economic and Financial Crime Commission (EFCC) was carved out in 2002 for effective and efficient management.

(ii) **The Economic and Financial Crime Commission (EFCC) Act 2002, EFCC Act 2004**

The Economic and Financial Crime Commission (EFCC) was established by the Federal Government of Nigeria in 2002, and enact the EFCC (Establishment Act, 2004) as an Independent Law and body to handle cases of bribery and corruption in Nigeria which the ICPC was not given the power to do or could not do effectively.

The Commission was headed by Mallam Nuhu Ribadu as Chairman, and the Primary aim of the commission is to fight bribery and corruption in the country. The activities of the commission was highly felt in this country because some corrupt officers who sought elective positions in the country's political system were prevented from participating in the 2007 politics. This pleased many Nigerians as it showed that anyone who plays with public funds and positions of authority if found is bound to face the music. This has gone a long way in shaping the characters of many public and political officers or appointees. The (EFCC) brought sanity into the politics of Taraba State as the politicians who thought they could do and undo and were harassing other contestants and the public, were band from contesting, because of their involvement in financial misappropriation of public funds.

The Economic and Financial Crime Commission (EFCC) is presently headed by Mrs. Farida Waziri. The commission has

not relent in its activities, it should be encouraged the more so that corrupt activities would be minimized in this country.

Other core values or aims of the commission are an exemplary leadership, integrity, honesty, loyalty, objectivity, professionalism, transparency and accountability, fairness, equity, commitment and selflessness.

Since inception in 2002, the commission received over 4,324, petitions and made more than 2000 arrests of people suspected to have mismanaged the nation's finances.

If we must win war on bribery and corruption, the Obasanjo's slogan of "No sacred cow" should be put to practice by prosecuting all found to have embezzled any government fund.

For the commission to be effective and efficient, it should be given all necessary materials, logistics support and free hand to operate to minimize bribery and corruption.

Bribery and corruption has assumed a national position and has ruined our socio-economic and political systems. There is therefore the need for all to fight it to eradicate it or at least minimize it to pave way for rapid economic and political development of this country.

2.5 **EFFORTS MADE BY TARABA STATE GOVERNMENT TO ERADICATE/MINIMIZE OR FIGHT BRIBERY AND CORRUPTION SINCE INCPETION IN 1991**

1. In 1995, Set up Commission of Inquiry to investigate how government vehicles were auctioned to the public.
2. 2009/2010, Sep up Finance Committee to investigate how Exam fees (SSCE and NECO) were collected from students of Post – Primary Schools and remitted to Government.
3. April 2010, Set up Commission of Inquiry to investigate the finances of Local Government Councils from May 2003 – May 2007.
4. April/May 2010, set up Commission of Inquiry to Investigate how State Internal Revenue were collected, remitted and expended.

**NOTE:** The results of the above Commissions and Committee were revealed to the Public. Many Public Servants were charged to refund what they embezzled, others were dismissed from the service and some vehicles impounded. These actions of Government put a lot of fear in many Public Officers. It is believed that many who are still in the service will learn lessons from it.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 RESEARCH DESIGN**

The research is designed to use a survey research for the purpose of the study. The survey is design to cover members of staff of the Taraba State Local Government Staff Pension Board, Jalingo, in the State Headquarters. In this chapter, the researcher described the research site which is the public sector, sample of the study, sampling techniques, method of data collection and analysis to enable him assess the validity and reliability of the data to be collected and the findings thereof.

### **3.2 POPULATION OF THE STUDY**

Taraba State is the case study of this research work, with a specific focus on the public sector of the Taraba State Local Government Staff Pension Board, Jalingo. The public Sector of Taraba State has a total number of sixteen thousand (16,000) workers drawn from the sixteen (16) Local Government Areas.

### **3.3 SAMPLE SIZE:**

The sample size of the study is 50 out of 61 staff of the Taraba State Local Government Staff Pension Board, which is one of the government departments in the State.

### **3.4 METHODS OF DATA COLLECTION**

The techniques to be used by the researcher to find the opinion of respondents, is the structured questionnaire. Most of the sample population is educated, above primary education level (First school leaving certificate), and would be able to respond to questions asked.

### 3.5 **DESCRIPTION OF INSTRUMENT FOR DATA COLLECTION**

The method adapted by the researcher for collection of data is by a well-structured questionnaire, which would be administered. The questionnaire contained questions that include the effects of Bribery and corruption on organizational performance and productivity, causes of bribery and corruption, Factors that encourage bribery and corruption, and measures that can be taken to eradicate or minimize bribery and corruption.

### 3.6 **METHOD OF DATA PRESENTATION AND ANALYSIS**

The data collected would be analyzed using stratified method. The stratified sample will be used to compare responses from males and females in proportion to the population of the department under study, after the frequency and percentage counts are determined. The Stratified sampling method would also be used to analyze responses from the respondents in the managerial position, and those in other positions.

### 3.7 **INSTRUMENT FOR DATA ANALYSIS**

The researcher intends to use frequency distribution tables which would be transferred into pie chart, simple bar chart, percentage distribution curve, chart title Smooth line chart, Cone chart, column line chart, and simple pyramid chart to determine the background information of the respondents. The researcher also intends to use simple bar chart, multiple bar chart, component bar charts and histogram chart where necessary to determine the results of his findings.

**CHAPTER FOUR:**  
**DATA PRESENTATION AND ANALYSIS**

**4.1 DATA PRESENTATION**

The data collected personally from 50 respondents are presented statistically here, starting with the background information of the respondents. This is followed by presentation and analysis of data according to the research questions and hypotheses.

**4.2 DATA ANALYSIS**

**SECTION 'A': BACKGROUND OF RESPONDENTS**

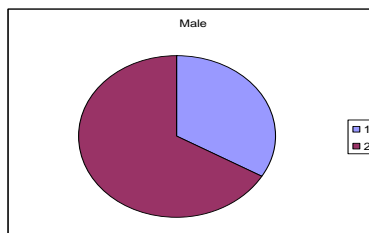
**Table I: Sex of Respondents**

<b>SEX</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Male	35	70
Female	15	30
<b>Total</b>	<b>50</b>	<b>100</b>

*Source: Field Survey 2011*

Pie Chart

Key      Male      Female



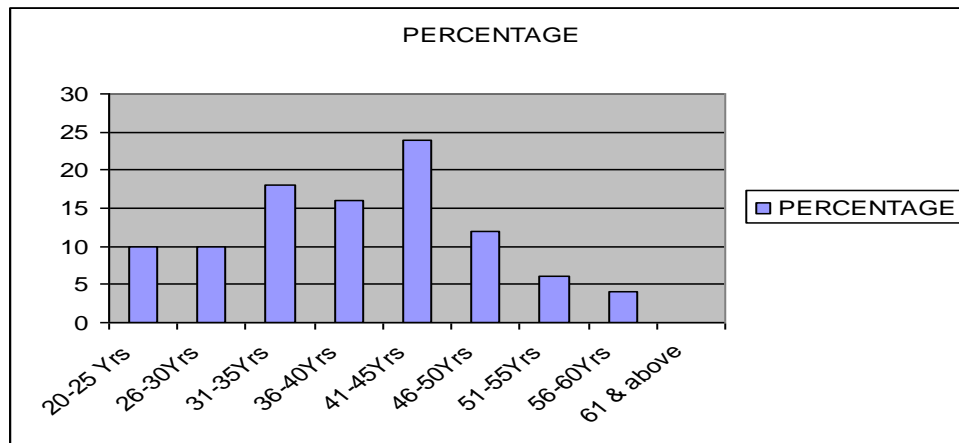
**Explanation of Result**

Table I shows that 70% of the respondents are Males while 30% are Females.

**Table II: Age of Respondents**

<b>AGE GROUP</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
20 – 25 years	5	10
26 – 30 years	5	10
31 – 35 years	9	18
36 – 40 years	8	16
41 – 45 years	12	24
46 – 50 years	6	12
51 – 55 years	3	6
56 – 60 years	2	4
61 years and above	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

*Source: Field Survey 2011.*



*Simple Bar Chart*

Table II shows that 10% of the respondents falls between the ages 20–25 and 26–30 years of age, 18% within 31-35 years, 16% within 36–40 years, 12% within 46–50 years, 6% years 50–55, 4% only between ages 56–60, and most respondents fall within ages 41–45 years while none within 61 and above years.

**Table III: Length of Job experience**

<b>LENGTH OF SERVICE</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
0 – 5 years	4	8
6 – 10 years	7	14
11 – 15 years	10	20
16 – 20 years	6	12
21 – 25 years	15	30
26 – 30 years	8	16
31 years and above	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

*Source: Field Survey.*

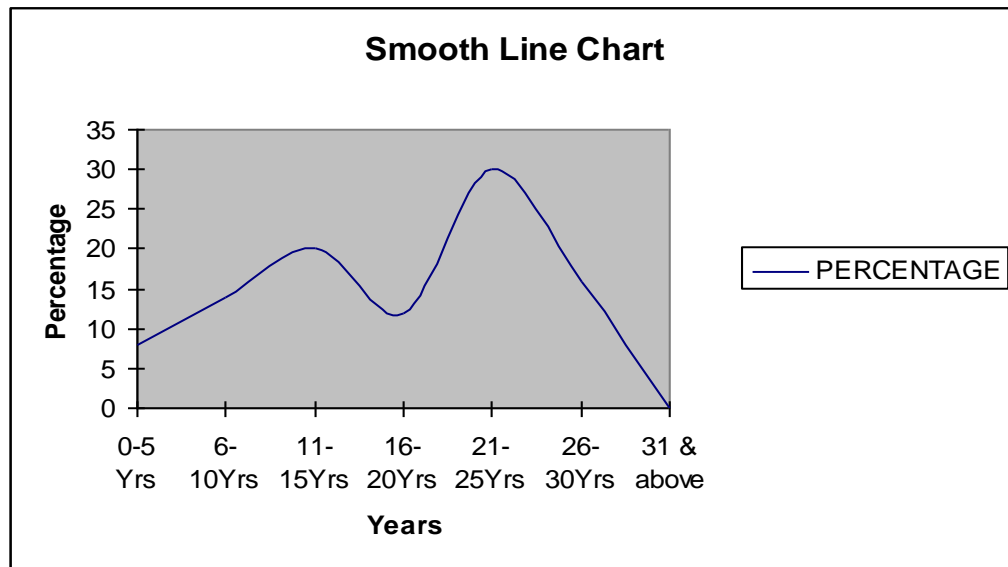


Table III, shows that 8% of the respondents falls between the job experience or years of service of 0-5 years, 14% of them fall within 16-20 years, 16% falls between 26-30 years, followed by age group of 11-15 years which is 20%, most respondents fall between ages 21-25 years which is 30% and none falls in the age group of 31 years and above.

**Table IV: Highest Educational Qualification**

QUALIFICATION	FREQUENCY	PERCENTAGE (%)
NCE/OND	20	40
HND	11	22
BED/BA/BSC	13	26
MED/MA/MSC	4	8
Others	2	4
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Survey.

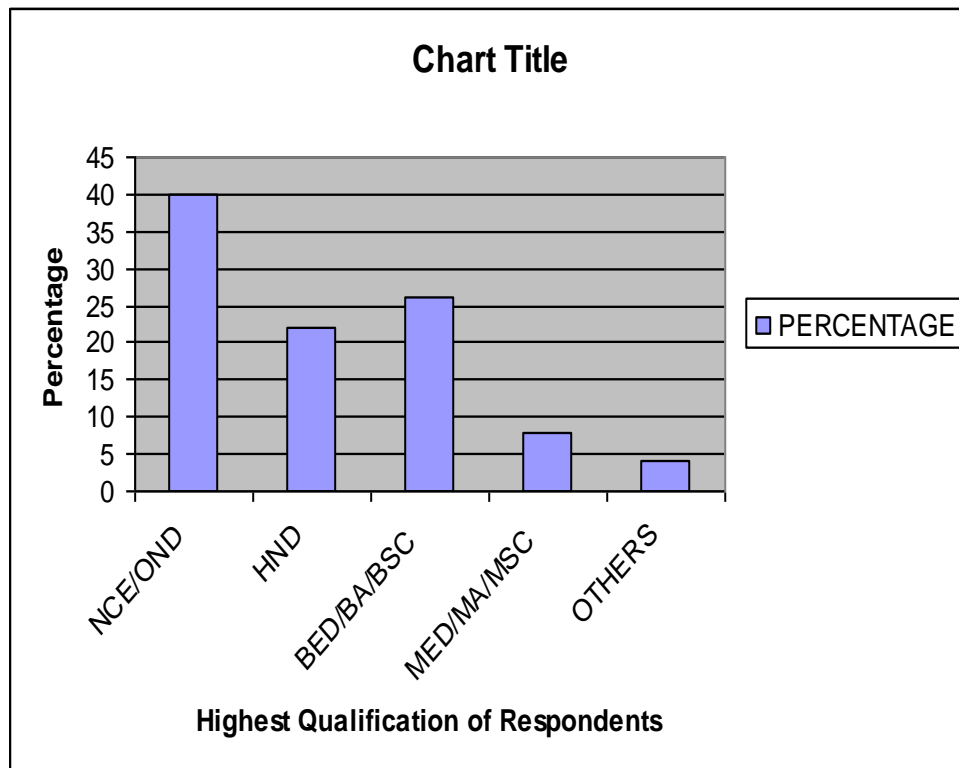


Table IV shows that 40% of the respondents are holders of NCE/OND, 22% are holders of HND, 26% are holders of B.ED/BA/BSC, 8% are holders of M.ED/MA/MSC and only 4% of the respondents are other certificates.

**Table V: Marital Status**

<b>STATUS</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Single	7	14
Married	42	84
Divorced	0	0
Widowed	1	2
Separated	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Survey

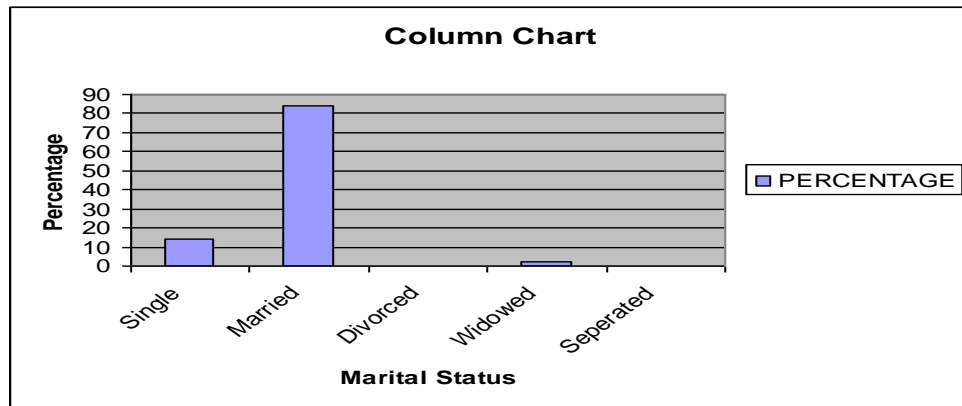


Table V shows 14% of the respondents are Single, 84% are married, 2% are widowed while none is Divorced and separated.

**Table VI: Position in the Organization**

<b>POSITION</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Management	12	24
Senior Staff	31	62
Operational Staff	1	2
Junior Staff	7	12
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Survey.

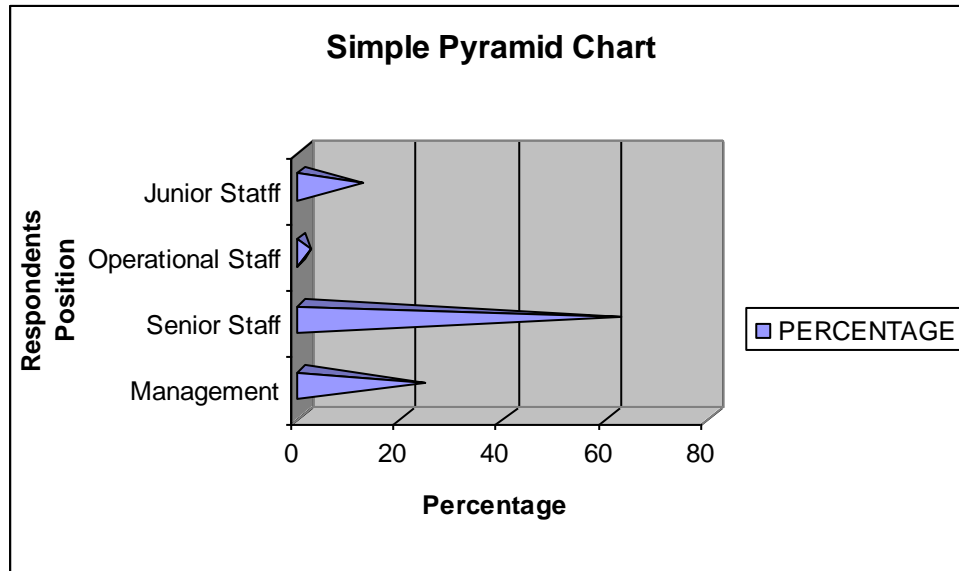


Table VI shows 24% of the respondents are in the managerial position, 62% are senior staff in the organization, 2% are in operational position and 12% from the junior staff cadre.

**Section 'B': Workers Views on Effects of Bribery and Corruption on Organizational Productivity:**

The data collected is to be analyzed using stratified method. The stratified sample of responses will be used to compare the responses by males and females in proportion to the sample population of the department under study.

**Table VII: How Do You See Bribery and Corruption?**

**(a) Responses by Males**

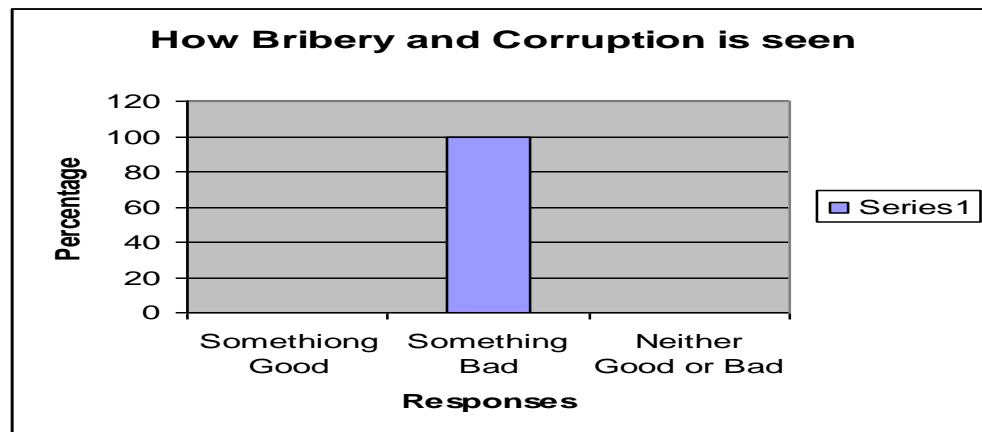
RESPONSES	FREQUENCY	PERCENTAGE (%)
Something good	0	0
Something bad	35	100
Neither good or bad	0	0
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey.*

**(b) Responses by Females**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Something good	0	0
Something bad	15	100
Neither good or bad	0	0
<b>Total</b>	<b>15</b>	<b>100</b>

*Source: Field Survey.*



*Simple Bar Chart*

One hundred percent (100%) of both the males and females responded that bribery and corruption is something bad.

**Table VIII: How Frequent Do You Hear of Occurrence of Bribery and Corruption Cases in the State**

**(a) Responses by Males**

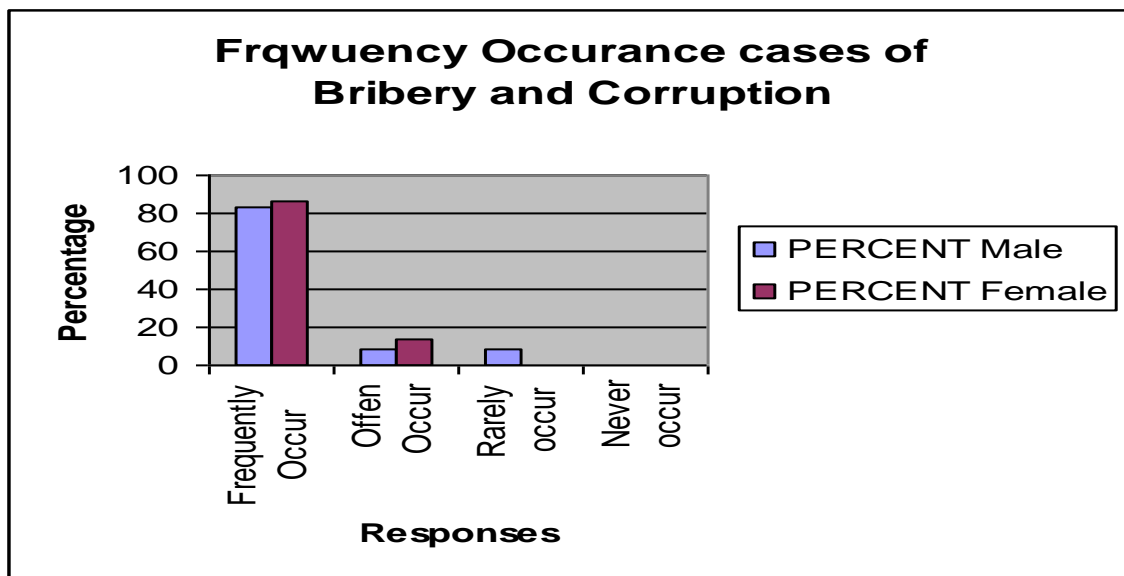
<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Frequently occur	29	82.9
Often occur	3	8.6
Rarely occur	3	8.6
Never occur	0	0
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey.*

**(b) Responses by Females**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Frequently occur	13	86.7
Often occur	2	13.3
Rarely occur	0	0
Never occur	0	0
<b>Total</b>	<b>15</b>	<b>100</b>

Source: Field Survey.



Column Chart

In the responses, 82.9% of the males said bribery and corruption frequently occur, 8.6% said it often occur and rarely occur and none stated it never occur.

In the responses of the females 86.7% said bribery and corruption frequently occur, 13.3% said it often occur while none for rarely occur and never occur. So conclusively both the males and females stated that bribery and corruption frequently occur in the Taraba State Public Service.

**Table IX: What Group of Workers can Bribery and Corruption be Associated with most.**

**(a) Responses by Males**

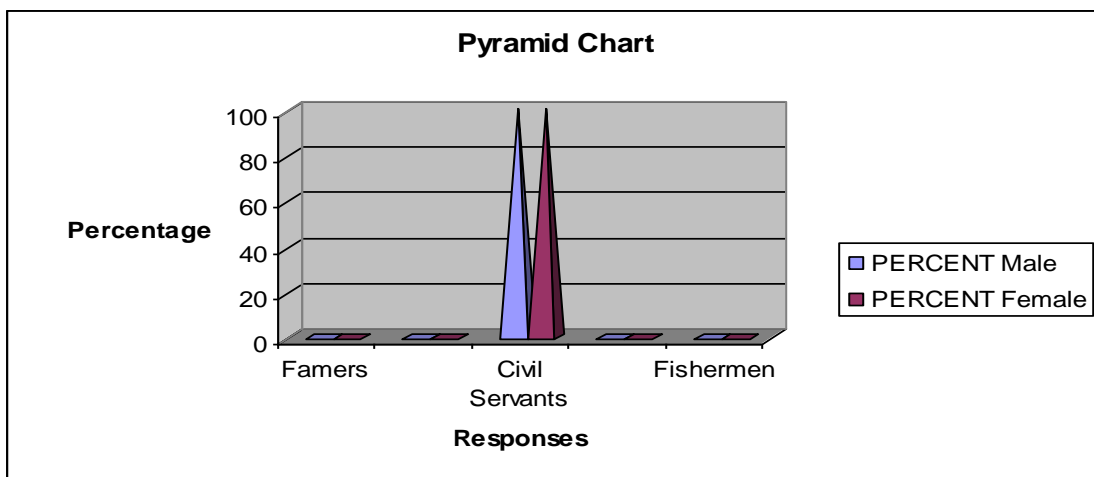
<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Farmers	0	0
Traders	0	0
Civil Servants	35	100
Tailors	0	0
Fishermen	0	0
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey.*

**(b) Responses by Females**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Farmers	0	0
Traders	0	0
Civil Servants	15	100
Tailors	0	0
Fishermen	0	0
<b>Total</b>	<b>15</b>	<b>100</b>

*Source: Field Survey.*



## Explanation of Result

Both the males and females stated that bribery and corruption is associated with the Civil Servants most, none stated other groups. Therefore, Civil Servants are the group of people that bribery and corruption is associated with most.

### **Table X: Can unfaithful dealings be classified as corruption?**

#### **(a) Responses by Males**

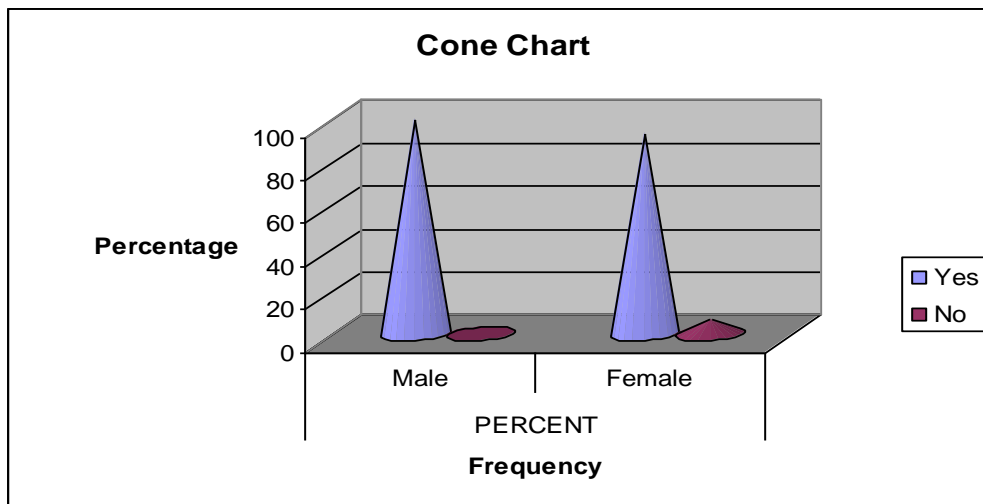
RESPONSES	FREQUENCY	PERCENTAGE (%)
Yes	35	100
No	0	0
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey*

#### **(b) Responses by Females**

RESPONSES	FREQUENCY	PERCENTAGE (%)
Yes	14	93.3
No	1	6.7
<b>Total</b>	<b>15</b>	<b>100</b>

*Source: Field Survey.*



## Explanation of Result

To get opinion of the respondents on this, question ten was used. The responses shows that 100% of the respondents said unfaithful dealings is corruption, none disagree, while 93.3% of the females show same and only 6.7% of the females said no. The conclusion therefore is that unfaithful dealings is corruption based on this survey.

### **Table XI: What Do You Think is the Reasons why Workers get Involved in Bribery and Corruption**

#### **(a) Responses by Males**

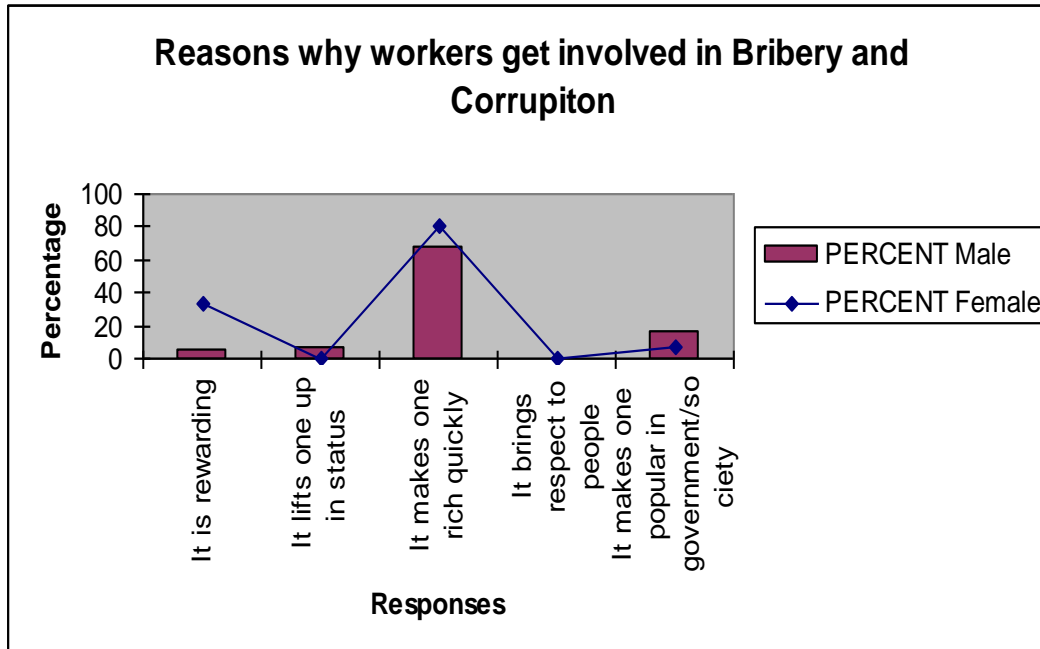
<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
It is rewarding	2	5.7
It lifts one up in status	3	6.6
It makes one rich quickly	24	68.6
It brings respect to people	0	0
It makes one popular in government/ society	6	17.1
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey.*

#### **(b) Responses by Females**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
It is rewarding	2	13.3
It lifts one up in status	0	0
It makes one rich quickly	12	80
It brings respect to people	0	0
It makes one popular in government/ society	1	6.7
<b>Total</b>	<b>15</b>	<b>100</b>

*Source: Field Survey.*



**Column Line chart**

**Explanation of Result**

The above table shows 5.7% of the males stated that bribery and corruption is rewarding that is why workers are involved in, 8.6% stated that it lifts one up in status, 68.6% stated that bribery and corruption makes one rich quickly. 17.1% said, it makes one popular in government/society, and none said, it brings respect to people.

On the side of the females, 3.3% said, it is rewarding, 80% said, it makes one rich quickly, 6.7% stated that it makes one popular in government/society and none said it lifts one up in status or bring respect to people.

Therefore both the males and the females stated that bribery and corruption makes one rich quickly that is why workers are involved in it.

**Table XII: Has There Been Any case of Corruption Since Inception of the State in 1991**

**(a) Responses by Males**

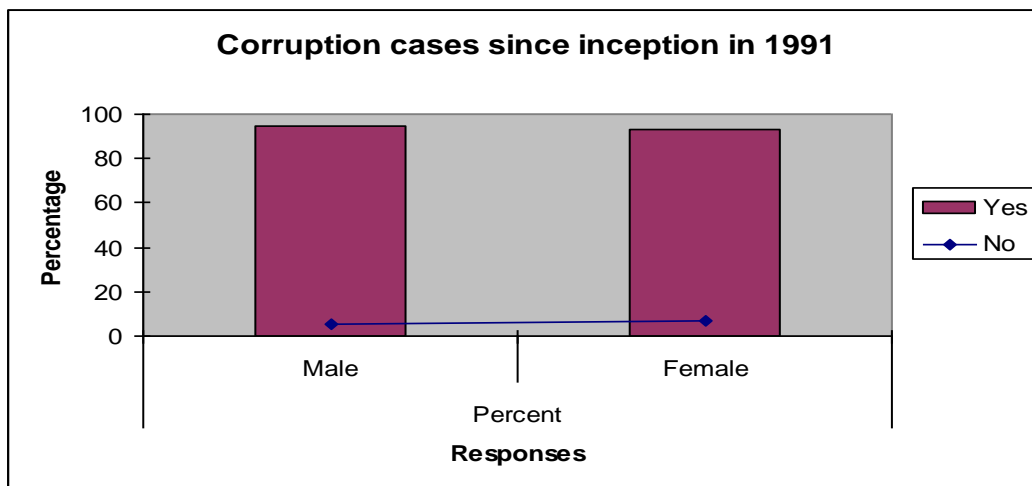
RESPONSES	FREQUENCY	PERCENTAGE (%)
Yes	33	94.3
No	2	5.7
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey.*

**(b) Responses by Females**

RESPONSES	FREQUENCY	PERCENTAGE (%)
Yes	14	93.3
No	1	6.7
<b>Total</b>	<b>15</b>	<b>100</b>

*Source: Field Survey.*



***Line Chart***

**Explanation of Result**

On whether there were cases of bribery and corruption since inception of the State in 1991, question twelve was used, 94.3% of

men stated yes only 5.7 stated no. On the female side, 93.3% stated yes while 6.7 stated no.

Therefore, conclusively, there had been cases of bribery and corruption since inception of the State.

**Table XIII: Is the Rate of Bribery and Corruption Increasing or Decreasing?**

**(a) Responses by Males**

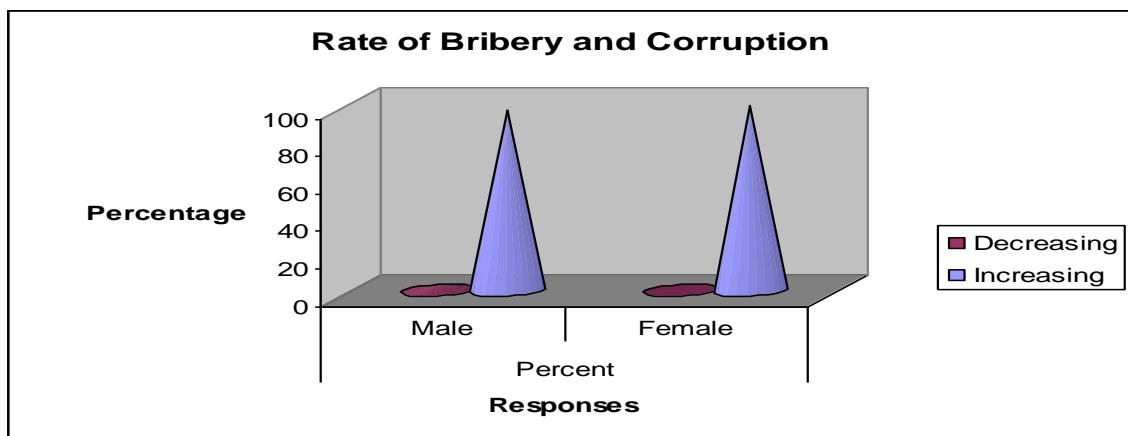
RESPONSES	FREQUENCY	PERCENTAGE (%)
Decreasing	1	2.9
Increasing	34	97.1
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey*

**(b) Responses by Females**

RESPONSES	FREQUENCY	PERCENTAGE (%)
Decreasing	0	0
Increasing	15	100
<b>Total</b>	<b>15</b>	<b>100</b>

*Source: Field Survey.*



***Cone Chart***

## Explanation of Result

The above table shows the rate of bribery and corruption, 2.9% of the males revealed decrease in the rate of bribery and corruption while 97.1% indicated that bribery and corruption is in the increase. The females show that 100% indicated that bribery and corruption is in the increase.

This analysis therefore shows bribery and corruption is in the increase in the public sector of the Taraba State.

### **Table XIV: Why is Bribery and Corruption not Common in Olden Society Public Sector?**

#### **(a) Responses by Males**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
There was fear of God	14	40
There was maintenance of integrity	5	14.3
There was fear of being black mailed	0	0
There was contentment by individual	7	20
There was no urge for living a sophisticated life	9	25.7
<b>Total</b>	<b>35</b>	<b>100</b>

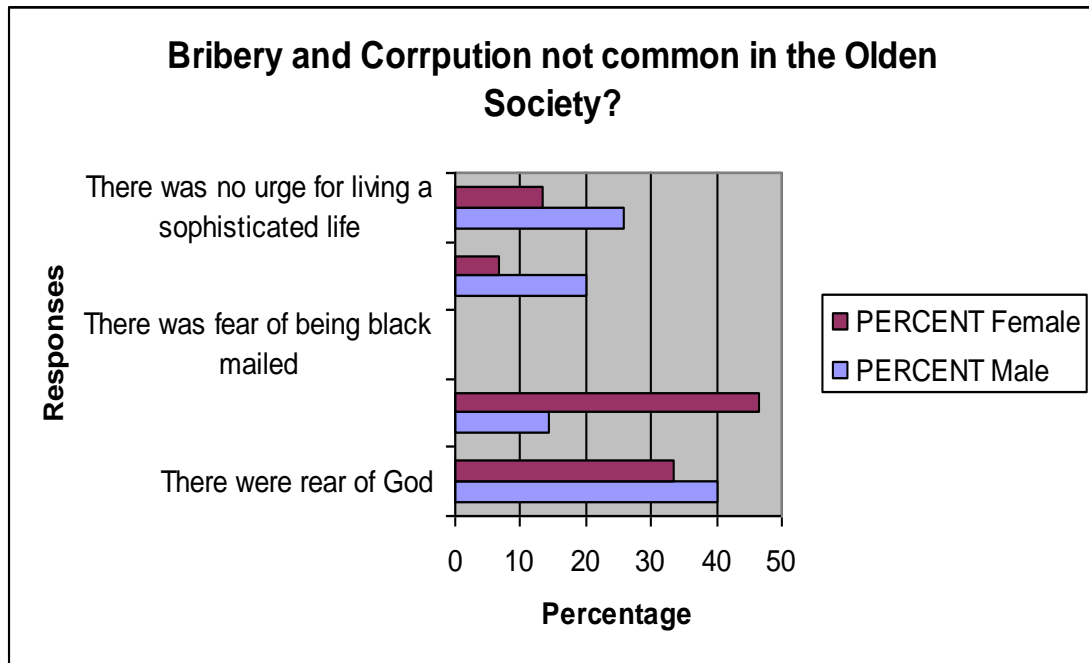
*Source: Field Survey.*

#### **(b) Responses by Females**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
There was fear of God	5	33.3
There was maintenance of integrity	7	46.6
There was fear of being black mailed	0	0

There was contentment by individual	1	6.8
There was no urge for living a sophisticated life	2	13.3
<b>Total</b>	<b>15</b>	<b>100</b>

Source: Field Survey.



Bar Chart

### Explanation of Result

To seek respondents' opinion whether corruption was common, question fourteen was used.

The table above on why bribery and corruption was not common in the olden society public sector of the State, 40% of the males indicated that there was fear of God, 25% indicated that there was no urge of living a sophisticated life, 20% indicated that there was contentment by individual, 14.3% indicated that there was maintenance of integrity and none indicated that there was fear of being blackmailed.

The females respondents 33% indicated that there was fear of God, 46.6% indicated that there was maintenance of integrity, 6.8% indicated there was contentment by individual, 13.3% indicated there was no urge of living a sophisticated life, while none indicated that there was fear of being blackmailed.

From this result the male indicated bribery and corruption was not common in olden society public sector because:

- (a) There was fear of God
- (b) There was maintenance of integrity
- (c) There was no urge for living a sophisticated life
- (d) There was contentment by individual

The Females respondents indicated that: -

- (a) There was maintenance of integrity
- (b) There was fear of God
- (c) There was no urge for living a sophisticated life

Therefore, the finding reveals that majority of the males and the females indicated that bribery and corruption was not common in the olden society public sector because:

- (i) There was fear of God
- (ii) There was maintenance of integrity
- (iii) There was no urge for living a sophisticated life
- (iv) There was contentment by individuals.

**Table XV: What motivates workers to indulge in bribery and corruption?**

**(a) Responses by Males**

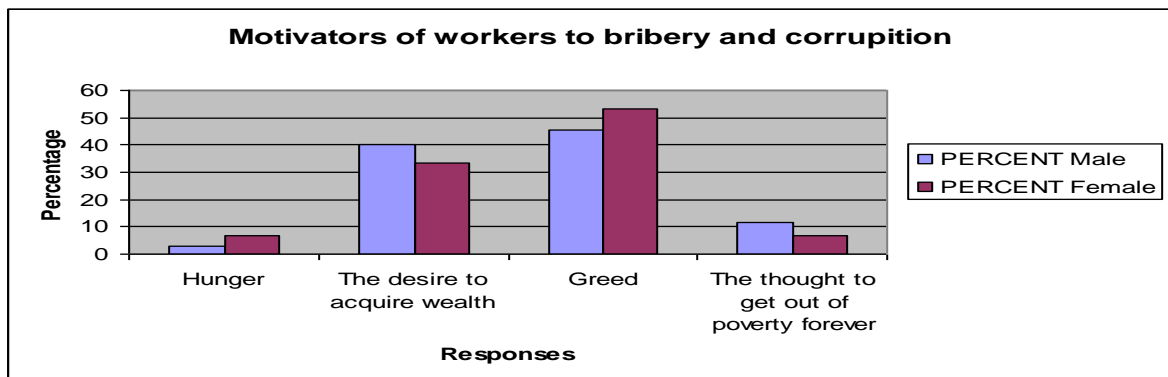
<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Hunger	1	2.9
The desire to acquire wealth	14	40
Greed	16	45.7
The thought to get out of poverty forever	4	11.4
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey*

**(b) Responses by Females**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Hunger	1	6.7
The desire to acquire wealth	5	33.3
Greed	8	53.3
The thought to get out of poverty forever	1	6.7
<b>Total</b>	<b>15</b>	<b>100</b>

*Source: Field Survey*



**Bar Chart**

## Explanation of Result

The males respondents, representing 2.9% indicated that what makes people to indulge in bribery and corruption is hunger, 40% of the respondents said, the desire to acquire wealth, 45.7% said it is greed, 11.4% revealed that it was the thought to get out of poverty forever.

The females respondents, 6.7% said it was hunger, 33.3% revealed that it was the desire to acquire wealth, 53.3% said it was greed, and 6.7% said it is a thought to get out of poverty forever that makes people indulge in bribery and corruption.

The findings for both males and females revealed that what makes people indulge in bribery and corruption are:

- (a) The desire to acquire wealth and
- (b) Greed.

### **Table XVI: What factors do you think promote Bribery and Corruption?**

#### **(a) Responses by Males**

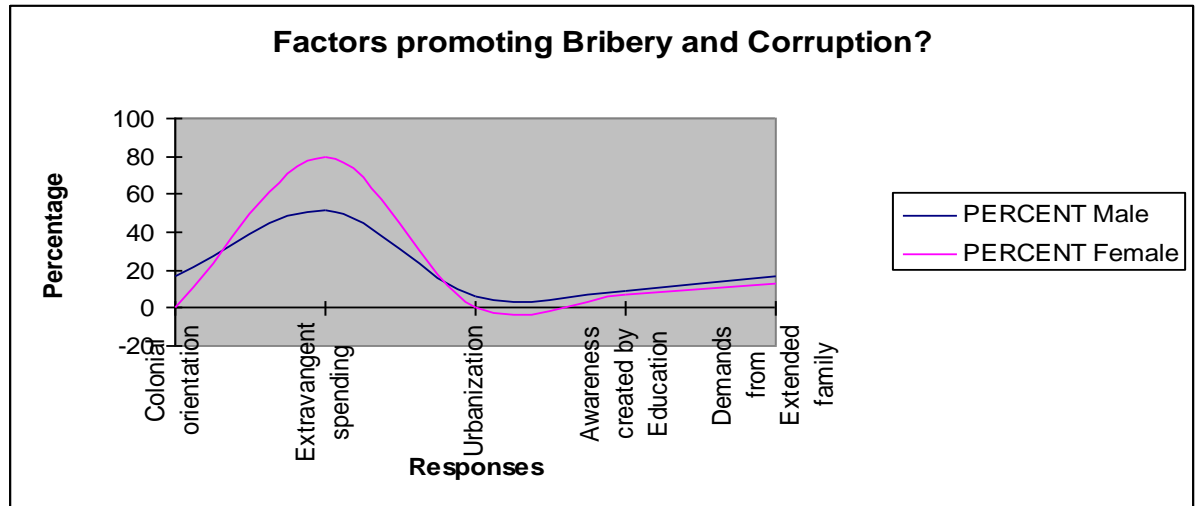
<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Colonial orientation	6	17.1
Extravagant spending	18	51.4
Urbanization	2	5.7
Awareness created by education	3	8.6
To meet demands from extended family	6	17.1
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey*

**(b) Responses by Females**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Colonial orientation	0	0
Extravagant spending	12	80
Urbanization	0	0
Awareness created by education	1	6.7
To meet demands from extended family	2	13.3
<b>Total</b>	<b>15</b>	<b>100</b>

Source: Field Survey.



Smooth Line Chart

The table above revealed that 17.1% of the males respondents indicated that factors that promote bribery and corruption is colonial orientation, 51.4% indicated Extravagant spending, 5.7% revealed urbanization, 8.6 revealed awareness created by education, while 17.1% indicated to meet demands from extended family.

On the females side none indicated Colonial orientation and none urbanization, 80% indicated extravagant spending, 6.7% indicated awareness created by education and 13.3% indicated to meet demands from extended family.

The findings for both males and females therefore revealed that the factors that promote bribery and corruption is extravagant spending to meet demands from extended family, and awareness created by education.

**Table XVII: Has Bribery and Corruption any effect on workers productivity?**

**(a) Responses by Males**

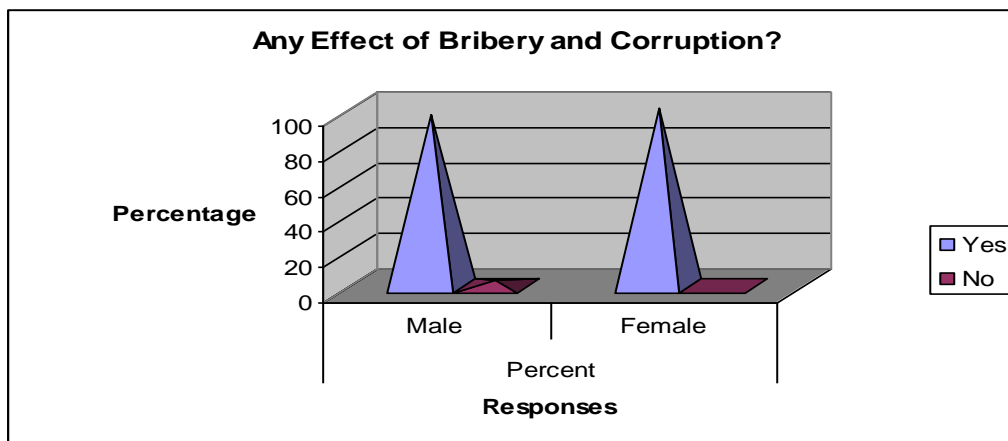
<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Yes	34	97.1
No	1	2.9
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey.*

**(b) Responses by Females**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Yes	15	100
No	0	0
<b>Total</b>	<b>15</b>	<b>100</b>

*Source: Field Survey.*



***Pyramid Chart***

### **Explanation of Result**

The males, 97.1% indicated that bribery and corruption has effect on workers productivity, 2.9% indicated no.

All the females, that is, 100% indicated that bribery and corruption has effect on productivity. The finding therefore shows bribery and corruption has effect on workers performance and productivity.

### **Table XVIII: What on your opinion are the effects of bribery and corruption on workers performance and productivity?**

#### **(a) Responses by Males**

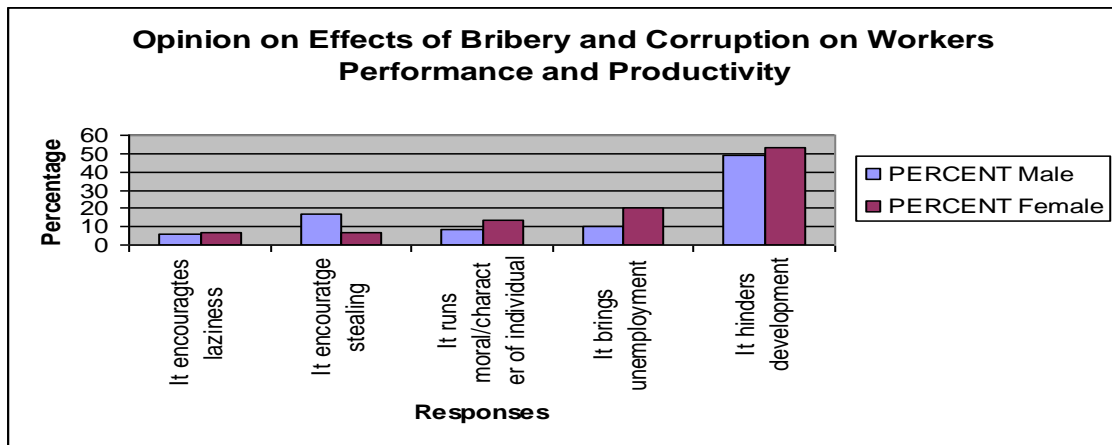
<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
It encourages laziness	2	5.7
It encourage stealing	6	17.1
It ruin moral/character of individual	3	8.6
It brings unemployment	7	20
It hinders development	17	48.6
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey.*

**(b) Responses by Females**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
It encourages laziness	1	6.7
It encourage stealing	1	6.7
It ruin moral/character of individual	2	13.3
It brings unemployment	3	20
It hinders development	8	53.3
<b>Total</b>	<b>15</b>	<b>100</b>

Source: Field Survey.



**Column Chart**

**Explanation of Result**

From the opinion of the respondents, 2 of the males respondents or 5.7% of the respondents indicated that the effects of bribery and corruption are that it encourages laziness, 6 or 17.1% indicated that it encourages stealing, 3 or 8.6% indicated that it ruins moral/character of individual, 7 or 20% indicated that, it brings unemployment, and 17 or 48.6%, indicated that it hinders development.

The females 1 or 6.7% indicated that bribery and corruption encourages laziness and encourages stealing respectively, 2 or 13.3% indicated, it ruins moral/character of individual, 3 or 20% of the respondents indicated that, it brings unemployment, while 8 or 53.3% indicated that it hinders development.

From the above analysis, the findings show that both the males and the females indicated that the effects of bribery and corruption on workers performance and productivity to include;

- (i) It brings unemployment
- (ii) It hinders development.

However, the males added that it also encourages stealing and while the females added that it also ruins moral/character of individuals.

**Table XIX: What makes public servants not to be committed to their duties as in the past?**

**(a) Responses by Males**

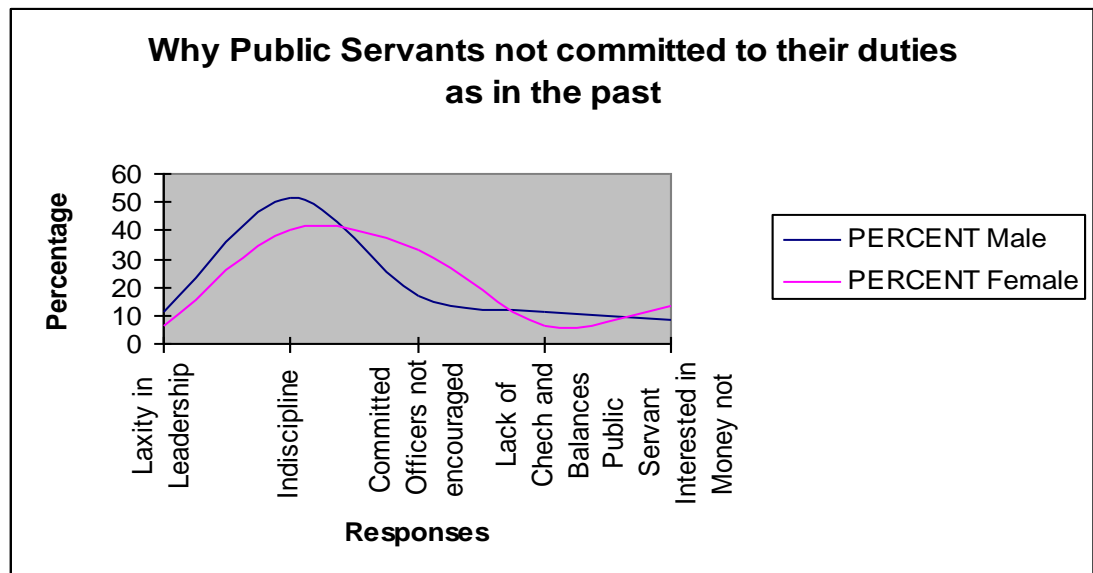
<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
There is laxity in the leadership	4	11.4
There is indiscipline in the civil service	18	51.4
Those that are committed to their duties are not encouraged	6	17.1
There is lack of check and balances in the civil service.	4	11.4
Many public servants are interested in making money not the job	3	8.6
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey.*

**(b) Responses by Females**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
There is laxity in the leadership	1	6.7
There is indiscipline in the civil service	6	40
Those that are committed to their duties are not encouraged	5	33.3
There is lack of check and balances in the civil service.	1	6.7
Many public servants are interested in making money not the job	2	13.3
<b>Total</b>	<b>15</b>	<b>100</b>

Source: Field Survey.



*Smooth Line Chart*

Table XIX(a), 11.4% of the males population indicated that what makes public servants not to be committed to their duties was because there is laxity in the leadership, another 11.4% indicated lack of check and balances, 51.4% indicated that, there is indiscipline

in the Civil service, 17.1% indicated that workers that are committed to their duties are not encouraged, while 8.6% indicated that many public servants are interested in making money not the job. Conclusively, the males population indicated that:

- (i) There is indiscipline in the civil service
- (ii) Civil Servants committed to duties are not encouraged
- (iii) There is laxity in the leadership
- (iv) There is lack of check and balances in the civil service.

The females responses in Table XIX(b) 6.7% indicated there is laxity in the leadership, another 6.7% indicated lack of check and balances, 40% indicated there is indiscipline in the civil service, 33.3% indicated that civil servants committed to duties are not encouraged, while 13.3% of the female population indicated that many public servants are interested in making money not the job. So, conclusively the female indicated that what makes public servants not to committed to their duties is because;

- (i) There is indiscipline in the civil service
- (ii) Those committed to duties are not encouraged
- (iii) Many public servants are interested in making money not in the job.

The finding therefore shows that both males and females indicated that;

- (i) There is indiscipline in the civil service
- (ii) Civil Servants that are committed to duties are not encouraged.
- (iii) The Public Servants that are committed to duties are not encouraged.

**Table XX: What Discourage Public Servants from Putting up their Best in their Place of Work?**

This question gave no options for respondents to indicate their opinion. The males and females population were however given opportunity to express their views freely. Most of the view expressed that are common, are written out here below:

- (i) The best are not given recognition
- (ii) Success is measured by how rich one is, not performance.
- (iii) There is indiscipline in the system
- (iv) There is no good leadership
- (v) Staff should be motivated from time to time.
- (vi) Hard work aren't rewarded
- (vii) Due process is not adhered to in the service
- (viii) Lack of defined schedule of duties.
- (ix) No job satisfaction
- (x) Terminal benefits are not paid as at when due.

*Source: Field Survey*

**Table XXI: How can performance be improved in the Public Sector?**

For this question the respondents were not given options to choose from, but were allowed to say how performance can be improved in the public sector of Taraba State. Below are what most respondents stated can improve performance in the Public service. The common views expressed are;

- (i) Adherence to budgetary provision strictly.
- (ii) Adherence strictly to principles of check and balance

- (iii) Maximum punishment be meted on corrupt officers.
- (iv) Professionalism be maintained in the system
- (v) There should be leadership by examples
- (vi) Promotion should be by merit and done as at when due
- (vii) There should be manpower development/training/seminar
- (viii) Government should provide welfare scheme/good welfare package
- (ix) There should be more job creation
- (x) Government should reward hardworking staff
- (xi) Seniority should be maintained in posting/promotion of staff
- (xii) Government should provide good working condition/environment

*Source: Field Survey.*

**Table XXII: What in your opinion are measures that can be taken to eradicate or minimize bribery and corruption?**

**(a) Responses by Males**

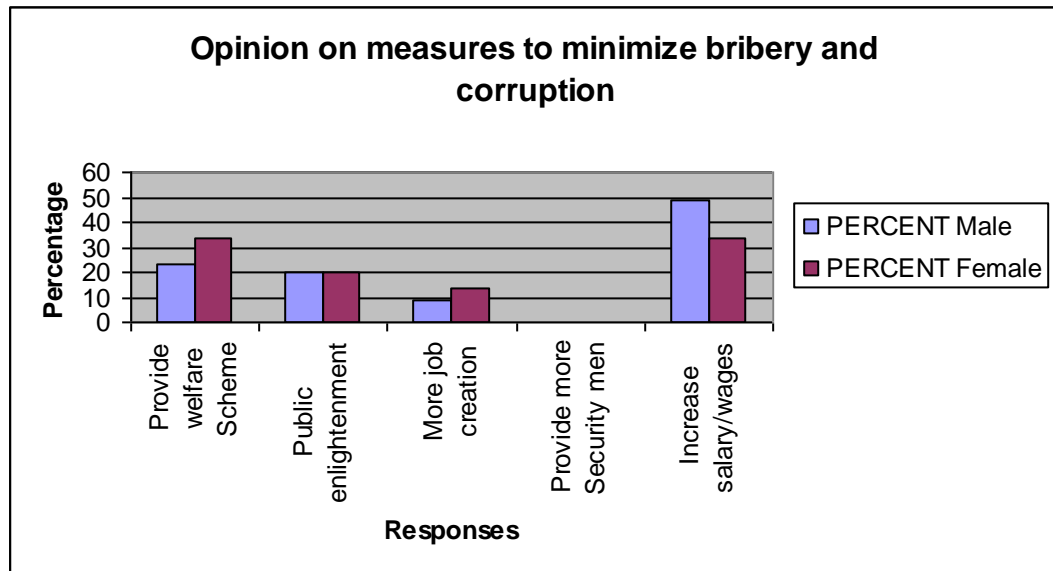
<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Provide welfare scheme	8	22.9
Have public enlightenment	7	20
More job creation	3	8.6
Provide more security men	0	0
Increase salary/wages of workers	17	48.5
<b>Total</b>	<b>35</b>	<b>100</b>

*Source: Field Survey.*

**(b) Responses by Females**

<b>RESPONSES</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Provide welfare scheme	5	33.3
Have public enlightenment	3	20
More job creation	2	13.3
Provide more security men	0	0
Increase salary/wages of workers	5	33.3
<b>Total</b>	<b>15</b>	<b>100</b>

Source: Field Survey.



**Column Chart**

On the measured to be taken to eradicate or minimize bribery and corruption, 22.9% of the males indicated provision of welfare scheme, 20% indicated there should be public enlightenment, 8.6% indicated there should be more job creation, none for provision of more security men, while 48.5% indicated there should be increase salary/wages of workers.

Conclusively, the males responses showed;

- (i) There should be increase in salary/wages of workers.

- (ii) Provide welfare scheme and
- (iii) Have public enlightenment.

For the females respondents, 33.3% indicated that there should be provision of welfare scheme, 20% indicated there should be Public enlightenment, 13.3% indicated there should be more job creation, none indicated provision of more security men, while 33.3% indicated there should be increase in salary/wages of workers.

Therefore, the females responses indicated that;

- (i) There should be provision of welfare scheme
- (ii) There should be increased in salary/wages of workers.
- (iii) There should be public enlightenment.

The findings for both the males and the females showed that measures to be taken to eradicate or minimize bribery and corruption should be;

- (i) Increase salary/wages of workers
- (ii) Provision of welfare scheme
- (iii) Have public enlightenment.

#### 4.3 **RESEARCH QUESTIONS**

Below are five research questions which this survey research is to find answers to them.

- (i) Is the Public sector involved in bribery and corruption?
- (ii) What are the effects of bribery and corruption on Organizational performance and productivity?
- (iii) Are there reason why people get involved in bribery and corruption?
- (iv) Public officers no longer put in their best in their place of work as the case in the past

- (v) Can performance be improved in the Public sector of Taraba State?

The questions whether the Public sector is involved in bribery and corruption, question nine (Table ix) was used. The 35 male respondents representing 100% and the 15 respondents also representing 100% said that the group of people which bribery and corruption is associated with most is the Civil Servants (the Public Sector).

On the effects of bribery and corruption on organizational performance and productivity, question 18, table xviii, was used. Seventeen (17) of the male respondents representing 48.6% say, it hinders development and 8 of the female respondents representing 53% also said, it hinders development. Seven (7) of the males representing 20% and 3 of the females representing also representing 20% said, it brings unemployment. Also 17.1% of the male said, it encourages stealing, while 13.3% of the female said it ruins moral/charger of individual.

On the reasons why people get involved in bribery and corruption, question eleven (11) (table xi), was used, which the respondents were expected to give reasons why workers get involved in bribery and corruption, the findings shows 24 out 35 male respondents, representing 68.8% said that people get involved because it makes one rich quickly and 12 out of 15 respondents representing 80% said, that it makes one rich quickly. The male respondents added that it makes one popular in government/society.

The question why, Public officers no longer put in their best in their place of work as the case in the past, question 19 and 20 were used (table xix and xx). Question 19 says what makes public servants not to be committed to their duties as the case in the past, 51.4% of males and 40% of females respondents said, there is indiscipline in the civil service, 17.1% of males and 33.3% of females respondents said that those staff that are committed to their duties are not encouraged, 11.4% and 6.7% said that there is laxity in the leadership and also that there is lack of check and balances on the part of the leaders. Question 20 says what discourage public servants from putting up their best in their place of work as the case in the past. This question has no options from which respondents to choose from, rather they were to express their opinion freely. The common opinions expressed by most respondents are listed below: -

- (i) The best are not given recognition
- (ii) Success is measured by leaders on how rich one is, not performance.
- (iii) There is indiscipline in the system
- (iv) There is poor remuneration
- (v) There is no good leadership
- (vi) Staff should be motivated from time to time.
- (vii) Hard work aren't rewarded
- (viii) Due process is not adhered to in the service
- (ix) Lack of defined schedule of duties.
- (x) No job satisfaction
- (xi) Terminal benefits are not paid as at when due.

On whether performance can be improved in the Public sector of Taraba State, question 21 was used and respondents were allowed to say how performance can be improved in the Public sector of Taraba State. Below are what the respondents stated can improve performance in the Public service.

- (i) Adherence to budgetary provision strictly.
- (ii) Adherence strictly to principles of check and balance
- (iii) Maximum punishment be meted on corrupt officers.
- (iv) Professionalism be maintained in the system
- (v) There should be leadership by examples
- (vi) Promotion should be by merit and done as at when due
- (vii) There should be manpower development/training/seminar
- (viii) Government should provide welfare scheme/good welfare package
- (ix) There should be more job creation
- (x) Government should reward hardworking staff
- (xi) Seniority should be maintained in posting/promotion of staff
- (xii) Government should provide good working condition/environment.

#### 4.4 **RESEARCH FINDINGS**

The first part of this chapter, questions 1-6 deals with the background information of respondents. That is, sex, age, length of job experience, highest educational qualification, marital status and position of respondents in their organization, which are presented in statistical tabular forms and percentages attached to each variable.

The findings are followed by presentation of data, analysis of

data and test of hypothesis on the opinion sought of the 50 sampled respondents out of 61 population of the Department under study. Each of the respondents gave his or her own answer based on experience on the effects of bribery and corruption in the Public sector of Taraba State. It should be noted that the findings are to compare responses by male and female respondents in the organization under study. Question 7-19 and 22 deals with opinion of respondents on bribery and corruption, its effects on performance and productivity in the Public sector, while questions 20 and 21 sought opinion of the respondents on what discouraged Public servants from putting up their best in their place of work and how performance can be improved in the public sector, which the respondents were not given options, but allowed to express their personal views freely.

#### The background information

Table I: On the sex of respondents shows 35 are males and 15 females. Table II shows that the respondents fall mostly between the ages 41- 45, followed by ages 31-35 years and ages 36-40 years of age. Table II on the length of job experience, most fall between ages 21-25 years, followed by 11-15 years and 21 -25 years in their jobs areas. On their educational qualification, most are holders of NCE/OND certificate, followed by holders of BED/BA/BSC and those that are holders of HND (Table IV).

Table V shows 42 of the respondents are married, seven (7) are single and only one (1) is widowed, while table VI, on the

positions of the respondents on their organization, 31 of them are senior staff, followed by 12 in managerial positions, seven (7) are Junior staff only one is an operational staff.

Table VII, question seven (7), on how bribery and corruption is seen, the 35 male respondents responded that it is something bad, the 15 female respondents also said that it is something bad.

Table VIII, on occurrences of bribery and corruption is associated most with is the civil servants (Table IX). On Table X, both the male and female respondents said unfaithful dealing is corruption.

On the reasons why workers get involved in bribery and corruption, Table XI, the respondents said, it is because it makes one rich quickly and also it makes one popular in government and the society. On whether there were cases of bribery and corruption since inception of the State, Table XII, majority of the male as well as the female respondents said yes, and also said that bribery and corruption is in the increase Table XIII.

Table XIV, the findings show that both the male and the female respondents said that bribery and corruption was not common in olden society public sector because, there was fear of God, there was no urge for living a sophisticated life, and there was also contentment by individuals.

The findings also show that what motivates workers to be involved in bribery and corruption include, the desire to acquire wealth, and greed, and that the factors that promote bribery and

corruption is because of extravagant spending and the quest to meet demands from extended family.

On the effects of bribery and corruption on workers performance and productivity, both the male and female said, it hinders development, brings unemployment, encourages stealing and laziness. On why civil servant are not committed to their duties as the case in the pass, the findings showed that because there is indiscipline in the civil service, that those civil servants that are committed to their duties are not encouraged, there is laxity on the side of the leadership and there is lack of check and balances in the civil service.

On how performance can be improved in the public sector, which the respondents were not given options, the findings show that there should be;

- (i) Adherence to budgetary provision strictly.
- (ii) Adherence strictly to principles of check and balance
- (iii) Maximum punishment be meted on corrupt officers.
- (iv) Professionalism be maintained in the system
- (v) There should be leadership by examples
- (vi) Promotion should be by merit and done as at when due
- (vii) There should be manpower development/training/seminar
- (viii) Government should provide welfare scheme/good welfare package
- (ix) There should be more job creation
- (x) Government should reward hardworking staff

- (xi) Seniority should be maintained in posting/promotion of staff
- (xii) Government should provide good working condition/ environment.

On measures to eradicate or minimize bribery and corruption, the findings indicate there should be increase in salary/wages of workers, there should be provision of welfare scheme and have public enlightenment.

#### 4.5 **DISCUSSION ON FINDINGS**

The menace of bribery and corruption is very much in the increase. In the findings both the male and female respondents accepted that bribery and corruption is something bad and has effects on performance and productivity, but it frequently occur and the group of people that it is associated with most is the Civil servants (Public sector). That bribery and corruption has different faces as any unfaithful dealings is corruption, and people get involved in it for many reasons which include; getting rich quickly and making them to gain respect and popularity in government and the society. This is because the government and the society turn to recognize any figure that is wealthy more than the poor. The findings also show that there had been cases of bribery and corruption since inception of the State in 1991. That bribery and corruption was not common in the olden society public sector because there was fear of God, there was maintenance of integrity, people were afraid of being blackmailed and there was contentment by individuals and also no urge of living sophisticated life. That the motivating factors of bribery

and corruption is the desire to acquire wealth, greed and the thought to get out of poverty forever and that bribery and corruption is promoted by extravagant spending and the quest to meet demands from extended families. That that bribery and corruption hinders development, brings unemployment, encourages laziness and stealing. That Public servants are not longer committed to their duties because there is laxity in the leadership, there is indiscipline, lack of check and balances and that those people that are committed to their duties are not recognized and encouraged. That in order to improve performance and productivity and eradicate bribery and corruption maximum punishment be meted on corrupt officers, hard work should be rewarded, government should increase salary/wages of workers provide welfare scheme, and there should also be public enlightenment on the menace of bribery and corruption.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 SUMMARY**

The menace of bribery and corruption in the areas studied or surveyed shows that it has adversely affected the socio-economic activities of the people towards their full development. It actually has physical and psychological effects on the lives of individuals and groups especially those that have once been victims of the menace. The menace has painted Nigeria and Taraba State in particular black and slow down the development of Taraba State if compared to other States created the same time with it.

However, it is expected that the contributions of this study will help people to compare and contrast the gains and evils associated with bribery and corruption as it affects all and sundry and suggest the way out of this evil syndrome.

In chapter four tables 1-6 deals with personal (bio-data) of respondents while table vii – xxii deals with the effects, motivating factors of bribery and corruption and suggested, remedies by the sampled population who gave different views on the motivating factors, effects and suggested, solutions on how to eradicate or at least minimize bribery and corruption in Taraba State Public Sector.

From the foregoing and based on the sampled population, table xviii shows that 48.6% and 53.3% male and female respondents agreed that unemployment in Taraba State is the major effects of bribery and corruption. Other effects identified are that it brings

underdevelopment, encourages stealing and laziness which scored 17.1% and 8.6% respectively.

The respondents stressed that unless the listed factors in Table xxi be addressed or adhered to, performance in the Public sector will continue to deteriorate indefinitely.

Table xv also indicates responses from 50 respondents that 45.6% and 40% and 33.3% male and female respondents respectively agreed that, Greed and the desire to acquire wealth in Taraba State Public Sector are the motivating factors that urge the Public servants to indulge in bribery and corrupt practices.

Table xvi speaks for itself. It shows the factors that promote bribery and corruption and make people indulge in bribery and corruption which include extravagant spending and to meet demands from extended families which scored 51.4% and 80% and 17.1% and 13.3% from the male and female respondents respectively.

Table ix show group of people that bribery and corruption is associated with most, 35 males respondents representing 100% and 15 female respondents presenting also 100% indicated Civil servants are the most group of people bribery and corruption is associated with.

Table xiii also shows the view from the sampled population 34 respondents representing 97.1% and 15 female respondents representing 100% agreed that bribery and corruption is in the increase.

Table xxii shows that to minimize or eradicate bribery and corruption, 17 male respondents representing 48.5% and 5 female respondents representing 33.3% indicated that government should increase salary/wages of workers. In the same vein 8 male respondent representing 22.1% and 5 female respondents representing 33.3% and also 7 male representing 20% and 3 female representing 20% indicated that other measures are provision of welfare scheme and have public enlightenment respectively on the menace.

Last but not the least table xxi shows contributions from the respondents that to check bribery and corruption maximum punishment should be meted on corrupt officers, principles of check and balances should be adhered to strictly, government should reward hard working staff and promote leadership by examples.

The research findings also reveals that lack of prompt payment of salaries, wages, pensions/gratuities of both serving and retired workers as when due will force workers to be engaged in one form of bribery or the others. Bribery and corruption will likely appear on every one's list of factors obstructing sustainable development, yet rather than decreasing it is in the increase (as per table xiii) this is because morality is relaxed in the society (Table xiv).

## 5.2 **CONCLUSION**

The basis of the findings of this research study is that bribery and corruption is seen as something bad, and it occur frequently in the Public sector since inception of the State in 1991, and the

menace is in the increase. The group the menace is associated with most is the Civil servants. That people get involved in bribery and corruption, because it makes them rich quickly and makes them popular in government and in the society. The motivating factors of bribery and corruption is greed, the desire to acquire wealth and the desire to get out of poverty forever in spite of the effect it has on performance and productivity as the respondents agreed in their responses that bribery and corruption hinders development, brings unemployment and encourages stealing.

The respondents agreed that the Public servants are no longer committed to their duties, because there is indiscipline in the service, laxity on the part of the leaders, lack of check and balances and that those staff that are committed to their duties are not encouraged by leaders/authority.

Bribery and corruption was not common in the olden society Public sector, because there was fear of God, there was contentment by individuals, there was maintenance of integrity and the fear of being blackmailed and no urge for living a sophisticated life by the Public servants of the old.

That performance can be improved if had work is rewarded, principles of check and balances is strictly adhered to, promotion by merit and leadership should be by example.

Bribery and corruption can be eradicated or minimize when salary/wages of workers are increased provide welfare scheme and there should be public enlightenment on the menace.

### 5.3 **RECOMMENDATIONS**

It is clear that a virile economy and viable democracy will not survive in an environment where economic and financial crime is not only endemic but also cancerous.

Based on the facts from the data collected and analysed for this research study the researcher recommends the following:

1. Nigerian and Taraba State should adhere to ethical standards in decision making and must be the foundation of the nations policy on bribery and corruption. Preaching the gospel of virtue alone as is often the case with leaders is not enough to stop corruption. We cannot win war on bribery and corruption without increasing its "economic pie" through good economic policies and increase in productivity.
2. The press or mass media is an important weapon in fighting bribery and corruption. The mass media should expose those involved in bribery and corrupt practices to discourage others doing the same.
3. The present remuneration, that is salaries, wages allowances, gratuities and pensions of public servants and those of the private sector should be reviewed upwards and be paid as when due to enable them meet their family and other financial obligations.
4. People that are found to be greedy and take what does not belong to them be asked to refund.

5. People that are engaged in extra-vagant spending be enlightened and discouraged and be advised to cut their cloth according to their sizes.

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## APPENDIX I

### **EFFECTS OF BRIBERY AND CORRUPTION ON ORGANIZATIONAL PERFORMANCE:**

This questionnaire intends to gather information on the effects of Bribery and Corruption on organizational performance in the Public Sector. Therefore, your responses to these questions will be most appreciated and responses will be (confidential) used for the purpose of research alone.

**Section A:** Background information of respondent)

**Instruction:** Please put a tick (√) or write few words where necessary.

1. Sex of respondent (a) Male (b) Female
2. Age of respondent (a) 20-25Years (b) 26-30 Years (c) 31-35Years  
(d) 36-40Years (e) 41-45Years (f) 46-50Years (g) 51-55 Years  
(h) 56-60Years (i) 60 and above.
3. Length of job experience (a) 0-5Years (b) 6-10 Years (c) 11-15Years  
(d) 16-20Years (e) 21-25Years (f) 26-30Years (g) 31 years and above.
4. Highest educational qualification (a) NCE/OND (b) HND (c) B.Ed/B.A/BSC  
(d) M. Ed/MA/MSC (e) Others specified, please.....
5. Marital status of respondent (a) Single (b) Married (c) Divorced  
(d) Widowed (e) Separated
6. Indicate your position in your organization (a) Management position  
(b) Senior staff (c) Operational position (d) Junior staff Position

**Section B:** (Workers View on Effects of Bribery and Corruption) on Organizational Productivity

**Respond Objectively by Putting a Tick (√) or Write Few Words Where Necessary.**

7. How do you see bribery and corruption? (a) Something good  
(b) Something bad (c) Neither good or bad

8. How frequent do you hear of occurrence of Bribery and corruption cases in Taraba State? (a) Frequently occur (b) Often occur (c) Rarely occur (d) Never occur
9. What group of workers can bribery and corruption be associated with most? (a) Farmers (b) Traders (c) Civil servants (d) Tailors (e) Fishermen
10. Can unfaithful dealings be classified as corruption? (a) Yes (b) No.
11. What do you think are reasons why people get involved in bribery and corruption? (a) It is rewarding (b) It lifts one up in status (c) It makes one rich quickly (d) I brings respect to people (e) It makes one popular in government/society
12. Has there been any case of corruption in the Public sector of Taraba State since its inception in 1991? (a) Yes (b) No
13. Is the rate of bribery and corruption increasing or decreasing? (a) Decreasing (b) Increasing.
14. Why is bribery and corruption not common in the olden society public sector? (a) There was fear of God (b) There was maintenance of integrity (c) There was fear of been blackmail (d) There was contentment by individual (e) There was no urge of living a sophisticated life
15. What motivate workers to indulge in bribery and corruption? (a) Hunger (b) The desire to acquire wealth (c) Greed (d) The thought to get out of poverty forever.
16. What factors do you think promote bribery and corruption? (a) Colonial orientation (b) Extravagant spending (c) Urbanization (d) Awareness created by education (e) To meet demands from extended family
17. Has bribery and corruption any effect on workers productivity? (a) Yes (b) No
18. What in your opinion are the effects of bribery and corruption on worker's performance and productivity in the public sector of Taraba State.
  - (a) It encourages laziness
  - (b) It encourages stealing
  - (c) It ruins moral/character of individuals/society
  - (d) It brings unemployment as resources meant for development are held by few individuals
  - (e) It hinders development.

19. What makes Civil Servants not to be committed to their work as the case in the past?
- (a) There is laxity in the leadership
  - (b) There is indiscipline in the Civil service
  - (c) Those that are committed to their duties are not encouraged
  - (d) There is lack of check and balances in the Public sector
  - (e) Many Public servants are interested in making money not in the job and no one cares to check the excesses.
20. What discourage Public Servants from putting up their best in their place of work?
- (a) .....
  - (b) .....
  - (c) .....
  - (d) .....
  - (e) .....
21. How can performance in the public sector be improved?
- (a) .....
  - (b) .....
  - (c) .....
  - (d) .....
  - (e) .....
22. What in your opinion are measures that can be taken to eradicate or minimize bribery and corruption?
- (a) Provide welfare scheme
  - (b) Have public enlightenment
  - (c) More job creation
  - (d) Provide more security men
  - (e) Increase salary/wages of workers serving and retired.