

**EFFICIENT MANAGEMENT IN PUBLIC ORGANIZATION: A CASE  
STUDY OF EGOR LOCAL GOVERNMENT AREA EDO STATE**

**BY**

**Georgina Uzoamaka OGEH  
SSC1911725**

**DEPARTMENT OF PUBLIC ADMINISTRATION  
FACULTY OF SOCIAL SCIENCES  
UNIVERSITY OF BENIN  
BENIN CITY**

**FEBRUARY, 2025**

**EFFICIENT MANAGEMENT IN PUBLIC ORGANIZATION: A CASE  
STUDY OF EGOR LOCAL GOVERNMENT AREA EDO STATE**

**BY**

**Georgina Uzoamaka OGEH  
SSC1911725**

**A PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC  
ADMINISTRATION, FACULTY OF SOCIAL SCIENCES  
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
AWARD OF BACHELOR OF SCIENCE (B.SC.) DEGREE IN  
PUBLIC ADMINISTRATION, UNIVERSITY OF BENIN,  
BENIN CITY, EDO STATE, NIGERIA.**

**FEBRUARY, 2025**

## CERTIFICATION

We the undersigned hereby, certify that this project was carried out by **Georgina Uzoamaka OGEH** with matriculation number **SSC1911725** in the Department of Public Administration, Faculty of Social Sciences, University of Benin.

---

**Dr. W. Okotie**  
*Project Supervisor*

---

**Dr. A.I mustapha**  
*Head of Department*

---

**Date**

---

**Date**

## **DEDICATION**

This project work is dedicated to God Almighty for giving me the strength to complete this course of study.

## ACKNOWLEDGEMENTS

First I wish to acknowledge Almighty God for giving me grace to run the race from beginning to the end throughout my years of study in the University of Benin.

Also, my sincere thanks goes to my project supervisor Dr. W. Okotie thanks for your understanding through the struggling time, may God bless your home and grant your heart desires.

My heartfelt gratitude goes to my lecturers Dr. J. Unufe, Mrs P.A. Omamor, Dr Ovie, Mr. Clement. And to my friends Etumudon Uche Prudent and Odjubi Faith Ogheneochuko, I cannot but be grateful for your encouragement from the beginning and all through the period the programme lasted.

My thanks goes to my lovely and very supportive mother and siblings; Mrs Florence Eribo, Mrs Esther Eribo, Miss Aisosa Eribo, Mr. Roland Eribo, Mr. Francis Eribo, Dr. Morrison Eribo and Mr. George, Pastor Charles, Osazuwa, thank you so much for the moral and financial support throughout my study. And I thank God for having you all in my life.

My profound gratitude goes to all lecturers who have contributed immensely to shape my life in the course of my pursuit of tertiary education; I thank you all. May god bless you all.

## TABLE OF CONTENTS

Title Page	-	-	-	-	-	-	-	i
Certification	-	-	-	-	-	-	-	ii
Dedication	-	-	-	-	-	-	-	iii
Acknowledgments	-	-	-	-	-	-	-	iv
Table of Contents	-	-	-	-	-	-	-	v

### CHAPTER ONE: INTRODUCTION

1.1	Background of the Study	-	-	-	-	-	-	1
1.2	Statement of the Problem	-	-	-	-	-	-	8
1.3	Objectives of the Study	-	-	-	-	-	-	9
1.4	Hypotheses	-	-	-	-	-	-	9
1.5	Significance of the Study	-	-	-	-	-	-	9
1.6	Scope of the Study	-	-	-	-	-	-	10
1.7	Limitation of the Study	-	-	-	-	-	-	10
1.8	Brief History of Egor Local Government Area of Edo State	-	-	-	-	-	-	10
1.9	Definition of Terms	-	-	-	-	-	-	11

### CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1	Types of Corruption	-	-	-	-	-	-	15
2.2	The Origin of Corruption in Nigeria Local Government Area	-	-	-	-	-	-	17

2.3	The Causes of Corruption in the Local Government Particular Egor	-	-	-	-	-	-	19
2.4	Theoretical Framework	-	-	-	-	-	-	23
<b>CHAPTER THREE: METHODOLOGY</b>								
3.1	Introduction	-	-	-	-	-	-	25
3.2	Research Design	-	-	-	-	-	-	26
3.2	Research Design	-	-	-	-	-	-	26
3.4	Sample Size	-	-	-	-	-	-	26
3.6	Method of Data Collection	-	-	-	-	-	-	27
<b>CHAPTER FOUR:</b>								
	Data Presentation and Analysis	-	-	-	-	-	-	28
<b>CHAPTER FIVE: SUMMARY AND CONCLUSION</b>								
5.1	Summary	-	-	-	-	-	-	40
5.2	Findings	-	-	-	-	-	-	41
5.3	Conclusion	-	-	-	-	-	-	42
5.4	Recommendations	-	-	-	-	-	-	42
	References	-	-	-	-	-	-	44
	Appendix	-	-	-	-	-	-	45

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

According to a political scientist, Gboyega (1996), he defined corruption as any perverse decision, act or conduct those compromises democratic norm and values, and subverts and undermine the integrity and effectiveness of people in authority or institutions. Corruption is not only pervasive but endemic in almost every facet of life both in public sector and private sectors, organizations and daily transaction of businesses.

Corruption is also found among public officers, contractors, and business accomplices, live comfortably in wealth opulence and affluence within their loot. Many have turned out to be the powerful party chieftains, political patrons, middlemen and political appointees.

Corruption is a euphemism used to denote the use of public office for private or selfish interest or gain. It involves a breach of public trust and abuse of position by government officials at all levels. According to Khan (1996: 12), he defined corruption as any act which deviates from the rule of conduct including normative value, governing the action of an individual in a position of trust, whether in the public or private sector because of private gain.

Osoba (2000) sees corruption as a form of anti-social behaviour by an individual or social group which confers unjust or fraudulent benefits on its

perpetuators and inconsistent with the established legal norms, prescribed moral ethos of the land and is likely to subvert or diminish the capacity of the material and spiritual wellbeing of all members of the society in a just and equitable manner.

Ottite (1986) defines corruption as the process of when two parties have interacted to change the structure or the behaviour of the functionaries in order to produce dishonest, unfaithful or defiles situation.

Corruption involved the injection of additional but improper transaction aimed at changing the normal course of event, and altering judgements and position of trust. It consist the giver and the receiver, use of informal, extra legal or illegal acts to facilitate matters. Therefore, the above conceptions raise several issues.

Corruption has to do with misuse of public power for private or group gain. Ogundiya defines corruption in 2010 as a process of securing wealth or power through illegal means for private gain or public expense. Oboyelu (2007) sees corruption as a process of betrayal of public trust for individual or group gain. Corruption is embedded in mental attitudes, mindset, and behaviour that is learnt or acquired about public realm. This is why corruption is embedded or rooted in value system traditions, standard behaviours and set the moral and social framework for determining what is corruption.

Corruption is an anti-social behaviour of functionaries, office holders and more specifically those in position of power and authority. This behaviour is forewent, dishonest and unfaithful.

Corruption is a perversion, a deviance and defilement that compromises and corrodes the existing rule, legal norms, social and democratic norm and value.

It is the obverse side of what are proper values, moral ethos, social values and positive virtues.

There is always a motive or incentive which is the change in benefit structure, wealth, power and status. It is motivated by private or group gains, beyond entitlements such as exoneration, protection, security, postponement or prevention of sanction and reduction of cost. It has consequences or effect which undermines, diminishes, subverts and weakens the capacity, effectiveness and performance of public organization or institution, goods and services. It undermines honesty, honour, integrity, justice, equity, fairness and trust.

Corruption poses on fundamental threat to our nation's developmental advancement and internal security. It shows everything about how society is and how it will be in the future.

Corruption has negative effect on efficient management in public organization. All sectors of public organization are corrupt. For instance, in the Egor Local Government Area and throughout the federation, corruption is found

in the award of contract, promotion of staff, employment, dispensation of resources, misappropriation of funds and misuse of office.

The conception of what is regarded as corruption and the dominant form of corruption in the 774 Local Government Areas in Nigeria, differ from one society to another.

The conception of corruption includes:

1. Abuse of office in the performance of duties
2. Breaches of rule, regulation and code such as due process
3. Act of self-enrichment
4. Award of undeserved rewards, gifts, gain to enable manipulation and loyalty.
5. Diversion of money for public project
6. Demands for or reception of gratification
7. Conversion of local government resources to personal use
8. Inappropriate and illegal use of public resources to obtain what is due or to speed up what is due.
9. Embezzlement of public property
10. Inflation of prices for goods, purchases and contracts
11. False statement on revenue, properties receipt
12. Awards of employment to unskilled persons such as family, friends etc.
13. Procedure to advance personal interest

14. Neglect of duty or unwarranted exercise of power with intent of personal gains.
15. Nepotism
16. Exploitation of privileged relation for private gains
17. The corrupt practices and other related offences act

In addition to the above are:

- (a) Fraudulent acquisition or receipt of property
- (b) False claim or returns
- (c) Bribery of public officers
- (d) Using office or position for self-gratification
- (e) Inducement giving to public official to prevent decision
- (f) Defrauding or misappropriation of funds, equipment and materials
- (g) Perverse practices such as falsification account, taxes collection

However, corruption is of two types:

1. Monetary type
2. Non-monetary type

The monetary type of corruption is the one that involves money issue. This may be in form of bribery, misappropriation of funds, extortion etc. The non-monetary type is the one that does not involve money, issue such as indiscipline, nepotism, favouritism, negligence of duties, lateness to work, absenteeism and many more.

The present Nigeria state, corruption alongside violent conflicts, crime and insecurity are perhaps the greatest challenges, infact threat to Nigeria democracy. Corruption has strongly whittling away the very bases for democratic stability and durability, positive orientation and public support, legitimacy, consent and accountability. Corruption is likely to various pathologies, electoral violence, assassination, political conflict and abuse of human rights.

Corruption is the greatest challenges to good government. Corruption subverts good governance and it weakens public accountability for resources and accountability to the governed, constrict openness and transparency, compromises, rules regulation, due processes, standardized responses to claim, lead to abuse of citizens' right and dignity and compromises merit, fairness, equity and justice. It undermines good and quality service delivery, the infrastructure and the delivery of justice. Corruption has compromised the integrity of public institutions, public goods and social services. It has created tendency for arbitrary actions. This climate condition created is not only ironical but undermining the democracy and good government, but rather tend towards political violence, change and system collapse.

Efficient management requires that corruption is effectively combated, controlled and considerably depleted. In spite of over a decade of effort to combat corruption in the fourth republic, the emergent political and public officers still

manifest the greed, crave for wealth, lavish, disregard for other condition and inordinate ambition for power.

Corruption undermines several aspects of management and conduct that grow development. It impedes involvement, raises transaction costs, produces inefficient economic outcomes, choices, reduces revenues, general uncertainty in the economy, accentuate poverty and inequality outcome and delivery of infrastructure and public services and undermines confidence in the local government and economy.

From the foregoing, it is pertinent to say that Nigeria needs a workable solution to the problem of corruption which is presently an epidemic in the social, political and economic activities of the Nigerian State, Local Government Areas mostly Egor Local Government Area, which are more prone in the incident of corruption.

Corruption has been epidemic in Egor Local Government Area, which has effect the efficient management in the organization. The resources that are supposed to be used for the development of the local government environ has been turned to personal property. Egor Local Government is more prone to the incident of corruption due to its closeness to the people and frequent interaction between individuals and government officials normally happen at greater level of intimacy, coupled with the fact that local government is the government at the grassroot level.

Although, several efforts have been made to curb corruption in the political sector, but all initiatives in this direction so far proved abortive. A good example of some of the policies that were initiated to curb corruption was war against indiscipline by Buhari administration and Economic and Financial Crime Commission (EFCC) of Obasanjo administration, ICPC and many others which have not yielded the expected results.

There has been largely ineffective effort at combating corruption. Mass mobilization of social justice and economic recovery national orientation agency, the Code of Conduct Bureau and its tribunal were set up by various regimes to tackle corruption.

## **1.2 Statement of the Problem**

One of the major constraints that are affecting the social, political and economic development of the country is corruption. In fact, corruption is not only pervasive but endemic in almost every facet of life that both public and private sector organization, business and daily transaction.

Corruption has affected efficient management in public organization which has led to the research study. Corruption has been epidemic in Egor Local Government Council, which has effect the efficient management in the organization. The resource that is supposed to be used for the development of the local government has been turned to personal property.

### **1.3 Objectives of the Study**

1. To investigate the main causes of corruption objective of the study is to ensure the effective and efficient management of public institutions.
2. To examine the effect of corruption on public institutions especially Local Government in Nigeria.
3. To proffer solution for effective eradication or minimization of the incident of corruption in public institutions.

### **1.4 Hypotheses**

The researcher is to investigate the following hypotheses based on analytical investigation in order to recommend a workable solution.

- (a) Does corruption have effect on efficient management of Egor Local Government Area?
- (b) How can corruption be eradicated or minimized in a good government in Egor Local Government Area?

### **1.5 Significance of the Study**

This study will help all stakeholders in public institutions to see the negative impact of the main cause of corruption, the type of corruption and the effect of corruption in Egor Local Government Area. This study will also show the main reason for low productivity, ineffective management in Local Governments in Nigeria particularly Egor Local Government Area.

The research also intends to investigate why the various policies and programmes of government on how to curb the issue of corruption and its effect has not been working.

This study intends to recommend a likely workable solution to the cause of corruption after analytical study has been conducted.

### **1.6 Scope of the Study**

The study is to investigate the effect of corruption on efficient management of public institutions and the scope of the research is Egor Local Government Area, Edo State, Nigeria.

### **1.7 Limitation of the Study**

The main limitation of the study includes the complex details of information that is needed in analytical study of this subject matter, coupled with time and financial constraints. Additionally, the researcher could not get the cooperation of Egor Local Government Area Staff in giving out useful information for comprehensive study of the investigation.

### **1.8 Brief History of Egor Local Government Area of Edo State**

Egor Local Government was created September, 1996 and took effect from January, 1997. Egor Local Government Area has 10 wards.

**Ward 1:** Evbuotubu, Ugbiyokho, Eguedayi, Urhumwon and environ

**Ward 2:** Ochochugbo, Ikpea and environ

**Ward 3:** Ogida and environ

**Ward 4:** Egor and environ

**Ward 5:** Uwelu and environ

**Ward 6:** Textile Mill Road and environ

**Ward 7:** Eguaiye Oba and environ

**Ward 8:** Uselu Market and environ

**Ward 9:** Okhoro and environ

**Ward 10:** Ugbowo (Technical College, Uwasota) and environ

Egor Local Government, it is one area that is hilly and sloppy, it is erosion type. The people in Egor Local Government are known to be good farmers and traders, and their major crop is cassava. In Egor Local Government Area, there are several markets.

### **1.9 Definition of Terms**

1. **Corruption:** It is defined as illegal, immoral or dishonest behaviour by people. World Bank defines corruption as the abuse of public offices for private gains.
2. **Bribery:** This is the offering of something which in most cases is money in order to gain favour.
3. **Extortion:** The act of obtaining something or money by force or by threat.

4. **Efficiency:** When workers use time, energy, materials appropriately as required in order to achieve a desired objective or goal.
5. **Management:** It is an act and science of controlling, coordinating human and resources in order to achieve a specified or organization goal and objectives.
6. **Nepotism:** the willingness to show favour to one's relative.

## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

One of the major constraints that are affecting the social, political and economic development of the country is corruption. In fact, corruption is not only pervasive but endemic in almost every facet of life that is both public and private sector organizations, business and daily transaction.

Ikelegbe (2013) defines corruption as a global issue and a lot of theories have been propounded on how to curb or minimize it in general and Local Government Areas in Nigeria in particular Egor Local Government Area.

Before reviewing these theories, it is pertinent at this juncture to know what corruption is. According to Gboyoga (1996: 6), he defines corruption as any perverse decision, act or conduct that compromises democratic norms and values and subverts and undermines the integrity and effectiveness of people in authority or institution. In line with this, Khan (1996: 12) defines corruption as any act which deviates from the rules of conduct including normative values, governing the action of individual in position of authority or trust, whether in private or public domain, because of private regarding motives such as wealth, power and status.

A social writer, Osoba (2000) sees corruption as a form of anti-social behaviour by an individual or social group which confers unjust or fraudulent benefit on its perpetrators and is inconsistent with the established legal norms and

prescribed moral ethos of the land and is likely to subvert or diminish the capacity of the legitimate authorities to provide fully for the material and spiritual wellbeing of all members of society in a just and equitable manner.

In his contribution of the definition of corruption, Otite (1986) writes that corruption occurs when at least two parties have interacted to change the structure or the processes of society, or the behaviour of its functionaries in order to produce dishonest, unfaithful or defiled situation. Corruption involves the injection of additional but improper transactions aimed at changing the normal course of events and altering judgments and position of trust. It consists the doers and receivers use of informal, external or illegal act to facilitate matters.

From the foregoing, it is clear that corruption has to do with the misuse of public power for private gain. Obayelu (2007) sees corruption as an exploitation of public position, power and resources for private or group gain.

Ogundiya (2010) sees corruption as the process of securing wealth or power through illegal means for private gain at public expense. The basic truth is that corruption is an anti-social behaviour of functionaries, office holders, and more especially those in position of power and authority over others. This behaviour is fraudulent, dishonest and unfaithful. Corruption is a perversion, a deviance and defilement that compromises and corrodes the existing rules, legal norms, social and democratic norm and values.

It has consequences or effect which undermines, diminishes, subverts, and weakens the capacity, effectiveness and performance of public institutions, goods and services. It normally undermines honesty, honor, integrity, justice, equity, fairness and trust.

## **2.1 Types of Corruption**

The form of corruption differs from one society to other. In Nigeria in general and Local Government Areas in particular includes the following abuse of office in the performance of duties, breaches of the rules, regulations and code such as due process, act of self-enrichment, award of underserved rewards, gifts, gains to enable manipulations and loyalty, diversion of money for public project, demand for or reception of gratification, conversion of statement on revenues, properties receipts, inappropriate and illegal use of public resources to obtain what is due or to speed up what is due, embezzlement or theft of public monies or property, inflation of prices for goods, purchases and contract, false statement on revenues, properties receipt, award of certificates to unskilled persons, family members and friends, violation of procedures to advance personal interest, overlooking illegal activities for private gains, neglect of duty or the unwarranted exercise of power with intent of personal gains, influence pending nepotism, exploitation of privilege relations for private gains, giving or accepting gratification directly or through agents.

Nwankwo (2001) highlighted corrupt practice and other related offices.

In addition to this, other acts of corruption include the following:

- (a) Fraudulent acquisition
- (b) False claims or returns
- (c) Bribery of public officer
- (d) Using office or position for self-gratification
- (e) Bribery for assistant in relation to employment, auctions, and contract.
- (f) Inducement giving to public officials to prevent decision
- (g) Taking of bribes, kickbacks to facilitate normal service or prevent policy.
- (h) Collusion to defraud, causes or defrays charges to the detriment of the organization.
- (i) Malpractices in relation to the law, standard practices and norms in the public.
- (j) Defrauding or misappropriation of funds, equipment and materials.
- (k) Perverse practice such as falsification of accounts, and taxes collection.
- (l) Undue favours such as contracts, larges, gifts meant to compromise present or future action.
- (m) Acts of self-enrichment such as inflation of contracts, over-invoicing, racketeering actions.
- (n) Direct conversion of public resource for personal use.

In Egor Local Government Area, the most brazen form of corruption is theft, embezzlement, privatization of public funds and deliberate misappropriation and misapplication of public resources, entitlements, dues and nepotism.

Public corruption is located within the institutions and agencies of government and manifest in transaction or exchange of public resources and benefits.

Political corruption refers to the funds, misdemeanors, impositions, illegitimacy and exploitation that occur in the political process of acquiring, deploying and exercising political power.

Moreover, bureaucratic corruption is related to society and citizens. It is situated in the exercise of state authority and power, particularly related to how state resources are acquired and used, how state authority is conducted, functions or malfunctions, and how the state relates to society in performance of role and management of its institution processes, law and actions.

## **2.2 The Origin of Corruption in Nigeria Local Government Area**

It is a record that the British colonial masters were the precursors or original generators of bureaucratic corruption in Nigeria. In line with this, Mwabuzor (2008) noted colonial rule was corrupt and its perpetrators derived unjust and fraudulent benefit from the subjected colonies, the character of the Nigeria Local Government Area is purely indicated in the explanation of corruption based on the fact that, the state also has a rental character as it is

majorly dependent for its revenues, foreign exchange and the driving of the economy on the collection of mineral rents. Local Government in Nigeria started during the colonial era when it was vested in traditional rulers and it operated in a very under-democratic manner. Over the years, efforts have been made to democratize Local Government and make it more responsive to developmental needs. This has negative implication, firstly, because a cheap and largely unproductive revenue source exists, the local government areas particularly Egor Local Government Area, they are wasteful, corrupt and unaccountable to its citizens, whose taxes are fairly an insignificant part of its revenue base. Secondly, the local government officials key into the rental economy, by generating sources of rent seeking and rent collecting behaviour for themselves, groups, and associate and thus diverse range of devices are designed to profit themselves. Thirdly, a particular form of mentality behaviour and conduct exists among local government officials and bureaucrats, that is profligate, consumptive, ostentation, corruption and greedy. The neo-patrimonial character of the local government are particularly (Egor), in which client networks, constructed around patrons, is the basis for the dispersal of reward and favours, create a system that oiled corruption and private accumulation. Patrons manipulate public office and loyalist for rents and private gain, and thus public resources set distributed within the networks of political supporters.

Moreover, the nature of the post-colonial state accentuates corruption. Corruption is induced by the dominant perceptions, practices, expectations, and dynamics of political actor and state officials. Local Government Area power and resources are appropriately rebendon behalf of their communities and identity group. Thus, the Local Government Area and its politic is pretended.

According to Richard Joseph (1991), he explains that a prebendal system will be seen not lonely as one in which office of the state are allocated and exploited as benefit by the one office holders, but also as one where such a practice is legitimated by a set of political norms according to which the appropriation of such office is not just an act of individual greed or ambition short term objectives of the subject of general population.

### **2.3 The Causes of Corruption in the Local Government Particular Egor**

The culture of affection by which public officials and others in the cities had responsibilities and obligations to the extended family system and the larger community has been singled out as underpinning corruption in the modern local government council. Ikelegbe (2013) asserts that the privileged public official is expected to provide gifts, housing, jobs, money and facility for his extended family, kith and kin, community, clan and ethnic group.

In addition, Maduagwa (1996) notes that the public officials are always under intense nepotism, primordial and economic pressure from his kith and kin which depose him from corruption.

Additionally, other factors that predisposes Nigerian public servants to the temptation of corruption are high rate of poverty, misery, want, suffering, ignorance, squalor and lost opportunities. Such condition of Nigerian State predisposes the amenability to be mobilized to partake in corruption activities and receive corrupt benefit or put more supply, constitute incentives for engagement in corruption. Those conditions can lead to behaviour modification that distorts social values, morality, ethics and institution. The nature of Nigerian State, bourgeoisie, political elite and ruling class also indicates the inefficient management in Local Government Area.

The groups have been described as capital seeking, capital owing and capital accumulating, exploitative, profiteering, immoral wasteful, dependent, lazy, consumerist, squandering and corrupt. The payoff arising from utilization and deployment of state power for primitive accumulation and wealth, are too extensive, that the motive incentive, lure and drive of public service is selfish, greedy and pecuniary.

According to Biobakin (1986), politics has become a do or die affair and reason for this is that we have made politics pay well and too quickly, people

going into politics and what they can obtain from it. The lowly paid school master upon election or appointment to the office becomes a nouveau rich.

Another major factor that contributes to the increase of corruption in Local Government Areas particularly Egor Local Government Area is the absent or poor state of social security has been referred to as the programs of government, intended to promote the welfare of the population through assistance measures guaranteeing access to sufficient resources for food and shelter and to promote health and wellbeing of the citizen. The protection which society provides for its members through a series of public measures against economic and social distress that otherwise would be caused by the loss of substantial reduction of earning resulting from sickness, maternity, unemployment, injury, invalidity, old age and death. To Ikelegbe (2013), Nigeria backs a comprehensive social security system and even those in wage employment are not guaranteed minimum social protection. Such as reliable retirement and pension schemes, death benefits, medical benefit, accident benefit, and unemployment benefit.

As noted by Olayiwola (1999), Nigerians are still plagued by inadequate pension, delay in payments, non-transfer back of adequate social security or protection and guarantees predisposes employees to invoke with corruption partly as copy strategy against economics arise during and after the formal working life.

There are also the issues of non-deterrence. Those issues are:

1. Individuals believe that when they commit malpractice, they will not be caught.
2. When they are caught, they will not be sanctioned or penalized for their wrong doings.
3. When they are caught or penalized, the penalty will be much lower in value than the gain they derive from the corrupt practices.

Record has shown that very few persons have been punished for corruption in Nigeria. Many of those caught and sentenced were either released, had their sentences reduced, pardoned, had their forfeited asset returned and have come into the public domain to play influential roles in politics and governance.

Corruption is the greatest challenge to good governance. Corruption subverts good governance as it weakens public accountability to the governed, constrict openness, transparency, compromises roles, regulation, due processes, standardized response to claims, lead to abuse of citizens' right and dignity and compromise merit, fairness, equity and justice.

Corruption undermines good and quality service delivery, the quality of infrastructure and the delivery of justice. Corruption has compromised the integrity of public institutions, public goods and social services. It has created the tendency for arbitrary actions. The undermining of democracy and good

governance but rather tend towards political violence, violent change and system collapse.

Corruption undermines several aspects of management and conduct that grows development. It impedes investment, raise transaction cost, produce inefficient economic outcome, misallocation of resources, distorts rational choices, reduces revenues, generates uncertainty in the economy, accentuates poverty and inequality, pushes economy activities underground, weakens the quality , outcome and delivery of infrastructure and public service and undermines confidence in the state and economy.

Good governance therefore requires that corruption is effectively combated, controlled and considerably depleted.

## **2.4 Theoretical Framework**

Several theories are sermon for the analysis of this study. However, two theories are adopted here. They are rational choice theory and learning theory. Exponent of the rational choice theory such as Zey (1992) and Friedman and Hechter (1988) who conceive individual to be fundamentally egoistic and self-seeking, who will only enter into relationship or transaction based on its own calculation of benefits and cost.

This theory assumes that individuals act to benefit themselves and not the organization. This theory was adopted for this study because it is applicable to the behaviour of individuals who use their authority and power to advance their

personal interest. Then the interest of the organization which is being applicable to Egor Local Government Area. The significance of rational choice theory is to analyse the effect of corruption on efficient management in public organization using Egor Local Government Area as the case study. The social learning theory is premised on observation of other persons referred to as models. The models are essentially the high profile personalities such as business elites, political elites, religion elites and bureaucratic elites. The observation of others (modeling) spawns three effect of observers.

- (a) It may facilitate the performance of already learned response that is similar to that performance by the model;
- (b) Suppress or inhibit the behaviour;
- (c) Acquisition of the modeled response (Efoghe, 1994).

The theory is relevant to this analysis because it provides insight to the inhibitive or facilitative factor for the strategies designed to effectively combat corruption in public organization particularly Egor Local Government Area.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This is a descriptive research on the ground that it is meant to study and describe the major effect of corruption in public institution such as Egor Local Government Area of Edo State as a case study.

As a result of the necessity to obtain a satisfactory representation of the Local Council, various workers in varying occupations were interviewed in a stratified random sampling method was used. This is a method that calls for subdivision of population and furthermore, selection of sample was made either randomly or systematically. In other words, the researcher analytically ensured that various types and sections of workers in the Egor Local Government Area were represented. The categories of workers involved were administrators, technical staff, clerks, typists, drivers, securities and messengers. The essence of the occupation classification was for a very fair representation.

In the light of this, the data for this study were obtained by use of questionnaires, documentary observation, participant observation, non-participant observation and oral interview.

In answering the questionnaires, the respondents were asked not to write their names so as to assure them that their identities were protected. The

researcher felt that this assurance will enable them to have free minds to answer the questions.

Efforts have been made to establish the major effect of corruption in public institutions with particular reference to Egor Local Government Area.

### **3.2 Research Design**

This research design is the arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economic procedure.

### **3.3 Population of the Study**

The population used in the study includes administrators, technicians, clerks, typists, drivers, securities and messengers of Egor Local Government Area, Benin City, Edo State environs. The population of the Egor Local Government Area is put at about 1,000.

### **3.4 Sample Size**

#### **Simple Random Sampling**

Out of the entire population of about 1,000 staff of the Egor Local Government Area population, two hundred and fifty (250) were selected with the simple random techniques. This was to make sure that the subject used in this study is a true representation of the population.

The study area is divided into 5 strata and in each stratum, 5 persons were randomly selected using the simple random sampling technique (balloting with replacement).

This system was applied to the five (5) strata to select 250 respondents making up the sample size.

### **3.6 Method of Data Collection**

The method of data collection used for analyzing this study was based on primary and secondary collection method.

The primary method of data collection is through the construction of questionnaire which was distributed to obtain information.

Secondary method of collection is obtained from review of already written material, such as textbook and journal.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

This chapter deals with the presentation and analysis of the data obtained from the field. As remarked earlier, a total of 250 respondents from Egor Local Government Council, Edo State were sampled. 250 questionnaires were distributed and were properly completed and returned. The presentation and analysis of the data below is based on the research question in the questionnaire using simple percentage method.

**Table 4.1: Sex distribution of respondents**

<b>Sex</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Male	104	41.6
Female	146	58.4
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The table above shows the sex distribution of respondents. The table indicated that the male respondents represent 41.6% while the female respondents represent 58.4%. This indicates that the female respondents dominate the male respondents.

**Table 4.2: Age distribution of respondents**

<b>Age</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
20 – 30yrs	25	10
31 – 40yrs	144	57.6
41 – 50yrs	53	21.2
51yrs and above	28	11.2
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table shows the age distribution of the respondents. 10% of the respondents are within the age bracket of 20 – 30 years while 57.6% respondents are within the age bracket of 31 – 40 years, 21.2% respondents are within the age bracket of 41 – 5 years and 11.2% respondents are 51 years and above. This indicates that the respondents within the age bracket of 31 – 40 years are in dominance with 57.6% of the respondents.

**Table 4.3: Basic qualification distribution of respondents**

<b>Basic Qualification</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Degree holder	167	66.8
HND	30	12
NCE	13	5.2
GCE/SSCE	35	14
Primary Six Leaving Certificate	5	2
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table analyses the basic qualification of the respondents. The respondents with degree represented 66.8%, HND 12%, NCE 5.2%, GCE/SSCE 14%, while the primary six leavers represent 2%. This indicates that the degree holders respondents dominate over the other respondents.

**Table 4: Position held in the organization**

<b>Cadre</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Administrator	130	52
Director	1	0.4
Technician	44	17.6
Clerk	33	13.2
Security	12	4.8
Driver	12	4.8
Messenger	15	6
Contractor	3	1.2
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

In the above table show the various categories of the respondents, the administrative cadre represent 52%, while the technician 17.6%, the clerk 13.2%, security 4.8%, drivers 4.8%, messenger 6%, general manager 0.4%, while contractor represents 1.2% which means that the administrative dominate staff dominate over the other respondents.

## Section B: Research Question

**Table 5: Do you think that corruption has affected the efficient management in civil service?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Yes	250	100
No	-	-
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table shows the responses of the respondents to the perception of corruption in the civil service. 100% of the respondents agreed that corruption has affected the effective management of the civil service particularly in Egor Local Government Council which is used as a case study. The above response is therefore an indication that corruption is a major problem in the public sector.

**Table 4.6: Is employment by merit or through connection?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Yes	109	43.6
No	29	11.6
I don't know	112	44.8
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table shows the respondents response to whether employment into the civil service is by merit or by other illegal ways. in the responses above, 43.6% of the respondents believe that employment is by merit, 11.6% of the respondents believe that employment is by connection while 44.8% were indecisive.

**Table 4.7: Are the number of staff in your section enough to cope with the volume of work?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Yes	193	77.2
No	47	18.8
I don't know	10	4
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table shows the response to the adequacy of staff in the unit to carry out set out responsibilities. 72.2% of the respondents are of the opinion that the number of staff in their section is able to cope with volume of work, 18.8% of the respondents believes otherwise while 4% of the respondents are not sure. From the above, it shows that the units are adequately staffed to carry out the objectives of the various units with 77.2% of the respondents in that category.

**Table 4.8: Do you like the procedure of employment in Egor Local Government Area?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Yes	29	11.6
No	126	50.4
I don't know	95	38
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

In the above table showing the respondents responses to the employment procedures in Egor Local Government Area, 11.6% of the respondents expressed satisfaction over the employment procedure, 50.4% of the respondents differs while 38% were indifferent.

**Table 4.9: Do you have any problem in your section?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Shortage of staff	20	8
Lack of equipment	68	27.2
Lack of sufficient funds	125	50
Lack of motivation	37	14.8
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table shows the various challenges faced in the different sections of the Local Government Area. Shortage of staff as a challenges represents, 8%, lack of equipment represents 27.2%, inadequate funding represents 50% while lack of motivation represents 14.8%.

**Table 4.10: Is your monthly remuneration/salary able to care for your essential needs like clothing, food and housing?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Yes	77	30.8
No	131	52.4
Sometimes	42	16.8
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

In the above table showing the responses of respondents to whether their monthly salary is able to sustain them, 30.8% of the respondents revealed that their monthly salary is able to care for their essential needs, 52.4% were of the contrary view and 16.8% maintained that it could only take care of them for some times.

**Table 4.11: Do you need increase in salary?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Yes	250	100
No	-	-
Maybe	-	-
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table shows the responses to respondents on the need for increase in remuneration. As seen in the table, 100% of the respondents expressed desire for increase in their salary.

**Table 4.12: Do you think that poor management contributes to the high rate of corruption in the council?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Yes	141	56.4
No	16	6.4
Not really	93	37.2
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

In the above table, respondents expressed their opinion on the effect of management style on corruption. 56.4% of the respondents agree that poor management contributes to the high rate of corruption in the council, while 6.4%

of the respondents disagree with the position with 37.2% of the respondents are not sure of the position.

**Table 4.13: Do you also attribute the poor base of the rate of corruption at the council?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Yes	43	17.2
No	131	52.4
I don't know	76	30.4
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table shows the responses to the issue of poor financial base to corruption. 17.2% of the respondents agree that poor financial base at the council contributes to corruption, 52.4% of the respondents think otherwise while 30.4% of the respondents expressed ignorance.

**Table 4.14: Are the council staff exposed to regular training?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Yes	74	29.6
No	176	70.4
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table shows the responses of the respondents whether the council staffers are exposed to regular training. In the table, 29.6% of the respondents believed that the council staffers are exposed to regular training while 70.4% of the respondents believe otherwise.

**Table 4.15: Do you think that motivation is a factor in the level of productivity in the council?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Yes	189	75.6
No	18	7.2
Maybe	43	17.2
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table analyses the effect of motivation on productivity. 75.6% of the respondents think strongly that motivation is a factor in the level of productivity in the council, 7.2% of the respondents thinks otherwise while 17.2% of the respondents are not sure of the position.

**Table 4.16: Can you say that Egor Local Government Staff are adequately or poorly motivated?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Adequately motivated	18	7.2
Poorly motivated	168	67.2
None of the above	64	25.6
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table respondents believe that the staff of Egor Local Government are poorly motivated. 67.2% of the respondents think in this direction, 7.2% are of the opinion that the staff are well motivated while 25.6% were indecisive.

**Table 4.17: If corruption is reduced, do you think that productivity and efficiency will increase?**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Yes	235	94
No	0	0
Maybe	15	6
<b>Total</b>	<b>250</b>	<b>100</b>

Source: Field Survey, 2023

The above table shows the respondents' responses to the possible increase in productivity and efficiency as a result of decrease in corruption. 94% of the respondents agreed that if corruption is reduced in the civil service, productivity and efficiency will increase in public organization while 6% of the respondents were not sure.

## CHAPTER FIVE

### SUMMARY AND CONCLUSION

#### 5.1 Summary

The basis of the study is to examine the effect of corruption on efficient management in public organization. It also examines the causes, strategies for effective control and the challenges militating against fighting corruption. To find out the effect of corruption on efficient management in public organization, research questions were raised to guide the study. On the basis of the research questions, the exploration of the concept of corruption; its types, forms, causes and its effect on efficient management in public organization and Egor Local Government Area was used as the case study. Furthermore, a review of literature on the strategies and challenges for controlling corruption were undertaken. A descriptive survey research design was adopted for the study. The population of the study was made up of adults working in public organizations. From the population, a total of 250 respondents were drawn for the study using the case study environment. Simple random technique was adopted for this study. The research instrument used for the collection of data for this study was questionnaire. This instrument was designed to ascertain the perception of the respondents on the effect of corruption on efficient management in public organization using Egor Local Government Area as a case study. The data was analyzed using simple percentage method.

## **5.2 Findings**

The analysis of the data collected with the questionnaire resulted in the following findings:

1. The analysis revealed that a greater proportion of the respondents agreed that corruption has affected the efficiency of management in the civil service, which also reduces productivity in the civil service.
2. The analysis also revealed that a greater number of the respondents acknowledge that, they don't like the procedure of employment in Egor Local Government Area, which means many of the staff working in that organization are not employed by merit which can reduce or affect the efficiency of the management in civil service and it also makes known in the research that many of the staff in the civil service do not go through training which means they are not skillful.
3. The analysis revealed that a greater proportion of the respondents agree that they lack sufficient funds to carry out their duty in their section, due to the effect of corruption in the civil service.
4. The analysis also revealed that greater proportion of the respondents agreed that if corruption is reduced in the public organization productivities, efficiency will increase in the system.

### **5.3 Conclusion**

Having examined various factors that affect the efficiency of management in public institution and the consequences, it is therefore clear that corruption has affected the effective management in public organizations particularly Egor Local Government Area, which is used as the case study. You can also agree with me that corruption has affected many activities in civil service such as low productivity, lack of sufficient funds, lack of adequate equipment and bad infrastructure in the civil service and also reduced the system of management in public organization.

### **5.4 Recommendations**

Based on the findings of the study, the following recommendations were made to ensure effective control of corruption and its effect on efficient management in public organization.

1. The study recommends the needs to fight against corruption in the public institution in order to increase efficiency among the management in the civil service.
2. The study also recommends the need to start training the staff working in the institution in order to increase productivity and efficiency in the civil service.

3. The study also recommends the need for motivation in public institution like Egor Local Government Area. The workers are not motivated, not receive salary for good four months, so there is need to increase motivation in order to increase efficiency.
4. The study also recommends the need for adequate manpower in the civil service, because in some sections in the institution, there is lack of manpower, so there is need for manpower.
5. The study also recommends the need for adequate equipment for use in the institution.
6. The study also recommends the need for increase in salary in the public institution.

## REFERENCES

- Gboyesa (1996).Corruption and democratization in Nigeria 1983 – 1993. An overview in Alex Agboyesa (ed.), Corruption and democratization in Nigeria, Ibadan, Agbo Aero Publisher for Fried Rich Ebert Foundation.
- Khan, M. H. (1996).A typology of corrupt truncation in developing countries.*IDS Bulletin*, 27.
- Osoba, S. O. (2000). Corruption in Nigeria.Historical perspectives in Mukandala, African public administration.
- Otiti, O. C. (1986). On the sociological study of corruption.
- Ogundiyan, I. S. (2010).Corruption bane of democratic stability in Nigeria. *Current Research Journal of Social Science*.
- ICPC (2006). Independent Corrupt Practices and Related Offences Commission, Abuja: Annual Report.
- Nwabuzor, E. J. O. (2003). Corruption and democracy: The Nigeria case. Presented at LAPO Quarterly Dialogue, Benin City.
- Onyeonomu (2001).Social security question in perspective.
- Ekanem, O. (2001). Capitals, ethos and counter corruption policies in Nigeria.
- Ojo, E. O. (2001). The phenomenon of corruption and challenges of democratic consolidation in Nigeria.
- Yaqub, N. O. (2007). Corrupt practices and other related offences.

**APPENDIX**  
**DEPARTMENT OF PUBLIC ADMINISTRATION**  
**FACULTY OF SOCIAL SCIENCES**  
**UNIVERSITY OF BENIN**  
**BENIN CITY**

**QUESTIONNAIRE**

Dear Respondent,

I am a final year student of the above named Department and School. I am conducting a research on the topic: The Effect of Corruption on Efficient Management in Public Organization, using Egor Local Government Area of Edo State as a case study.

This is all independent academic research and all responses will be treated as confidential and no reference to name directly or indirectly will be made. Please, read the question carefully and give your answer honestly without bias.

Thanks for your anticipated cooperation.

Please mark [ x ] in the appropriate box.

*Researcher*

## **SECTION A**

1. Sex: Male [  ] Female [  ]
2. Age: 20-30yrs [  ] 31-40yrs [  ] 41-50yrs [  ] 51yrs and above [  ]
3. Basic qualification: Degree holder [  ] HND [  ] NCE [  ]  
GCE/SSCE [  ] Primary Six Leaving Certificate [  ]
4. What position do you hold in your organization? Administrator [  ]  
Technician [  ] Clerk [  ] Security [  ] Driver [  ] Messenger [  ] General  
Manager [  ] Contractor [  ]

## **SECTION B**

5. Do you think that corruption has affected the efficiency of management in the civil service? Yes [  ] No [  ] Maybe [  ]
6. What is the staff strength in your organization? 20 percent [  ]  
Above 20 percent [  ]
7. Is the employment by merit or through connection? Yes [  ] No [  ]  
I don't know [  ]
8. Are the number of staff able to cope with the volume of work in your section? Yes [  ] No [  ] I don't know [  ]
9. Do you like the procedure of employment in Egor Local Government Area? Yes [  ] No [  ] I don't know [  ]
10. Do you have any problem in your section? Shortage of staff [  ]  
Lack of equipment [  ] Lack of sufficient fund [  ] Lack of motivation [  ]

11. Is your monthly remuneration/salary able to care for your essential needs like clothing, food and housing? Yes [ ] No [ ] Sometimes [ ]
12. Do you need increase in salary? Yes [ ] No [ ] Maybe [ ]
13. What percentage of the contract do you sometimes give to those concerned? 10% [ ] 5% [ ] Not specified [ ]
14. Are you forced to give bribe? Yes [ ] No [ ]
15. Do you think that poor management contributes to the high rate of corruption in the council? Yes [ ] No [ ] Not really [ ]
16. Do you also attribute the poor base of the rate of corruption at the council? Yes [ ] No [ ] I don't know [ ]
17. Are the council staff exposed to regular training? Yes [ ] No [ ]
18. Do you think that motivation is a factor in the level of productivity in the council? Yes [ ] No [ ] Maybe [ ]
19. Can you say that Egor Local Government staff are adequately or poorly motivated? Adequately motivated [ ] Poorly motivated [ ] None of the above [ ]
20. If corruption is reduced, do you think that productivity and efficiency will increase? Yes [ ] No [ ] Maybe [ ]

Thanks for your cooperation.