

**EFFICIENCY MANAGEMENT AND ACCOUNTABILITY IN
NIGERIA: CASE STUDY OF AKOKO-EDO LOCAL
GOVERNMENT AREA OF EDO STATE**

BY

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ABSTRACT

This study examined efficiency management and accountability in Nigeria with particular focus on Akoko Edo Local Government Area. The study adopted a descriptive research design and utilized a sample size of 250 respondents drawn from the local government civil service to assess the relationship between accountability practices and management efficiency. The study revealed that corruption has significantly affected the efficiency of management within the civil service, thereby reducing productivity, weakening institutional performance, and limiting effective service delivery in the local government area. The findings further indicated that inadequate monitoring mechanisms, weak enforcement of ethical standards, and lack of transparency contributed to poor administrative outcomes. Based on these findings, the study recommended the urgent need to strengthen anti-corruption measures in public institutions through improved oversight, enforcement of accountability frameworks, and promotion of transparency in administrative processes in order to enhance efficiency, restore public trust, and improve productivity in the civil service of Akoko Edo Local Government Area and Nigeria at large

CHAPTER ONE

INTRODUCTION

Background to the Study

Corruption is a widespread issue affecting all forms of government, both democratic and otherwise. Defined by the World Bank (2018) as the abuse of public office for private gains, corruption occurs when officials accept or solicit bribes, or when private agents offer bribes to gain competitive advantages. It can also manifest through nepotism, theft of public assets, or misallocation of state resources, reflecting behaviors contrary to moral and legal standards (Raimi, Suara and Fadipe, 2013). The behavior may undermine communal wealth, resulting in diminished capacity for legitimate authorities at all levels of government to equitably provide for the material and spiritual well-being of society's members. (Osoba, 2000, Agara, and Olarinmoye, 2009).

Corruption has been a historical issue, now receiving greater scrutiny. However, its prevalence varies by country. In 2011, Nigeria ranked 143rd out of 182 in Transparency International's corruption

perception index, reflecting a marginal improvement not due to better governance, but rather an increase in participating countries in the survey (Chinelo, 2013).

The increase of corruption in Nigeria is a pressing issue, particularly in the civil service and among leaders, causing significant damage to the nation (Dike, 2002). The text highlights the pervasive issue of corruption in Nigeria, illustrating its impact through various examples such as slow bureaucratic processes, police extortion, traffic congestion, and election irregularities. It underscores the belief that corruption undermines civil service welfare, leading citizens to adopt corrupt practices and abandon moral values.

1.3 Statement of Problem

In recent research, employee motivation has emerged as a critical focus due to its direct impact on performance and goal orientation within organizations. Motivated employees demonstrate higher productivity and commitment, while lack of motivation can lead to issues such as lateness, absconding from duties, ethical breaches, and negative customer

interactions. The Akoko-Edo Local Government Area has been specifically highlighted for these issues, prompting an investigation into employee motivation's implications in this context. Contrary to previous studies in Nigeria, such as those by Jibowo (2007) and Bergum & Lehr (2004), which primarily addressed motivators and hygiene factors, there remains a significant gap regarding the Akoko-Edo Local Government Area. This study aims to fill that gap by exploring the nuances of employee motivation and its overall effect on the organization.

1.4 Research Questions

Employee motivation in the Akoko-Edo Local Government Area plays a crucial role in enhancing performance and growth. Key factors that drive motivation among employees contribute significantly to their overall effectiveness. There is a clear relationship between employee motivation and the performance metrics of the local government, indicating that higher motivation correlates with better growth outcomes. Additionally, the motivation strategies

employed by Akoko-Edo have direct implications for employee performance, influencing productivity and job satisfaction.

1.5 Objectives of the Study

The study aims to highlight the significance of motivation in enhancing organizational productivity, specifically within Akoko-Edo Local Government Area. Its specific objectives include: examining employee motivation and its implications for performance; identifying motivating factors for employees; investigating the relationship between motivation and performance; and analyzing the effects of motivation on overall organizational effectiveness.

1.6 Significance of the Study

An effective motivation is crucial for achieving organizational objectives, as it significantly influences employee performance. This study aims to assist companies in developing motivational strategies that enhance

employee productivity and serves as a resource for further research in motivational studies.

1.7 Research Hypotheses

The following null hypotheses will be adopted for the purpose of this study.

H₀₁: There is no relationship between employee motivation and workers.

H₀₂: Motivational factors have negative relationship with attitude to work of Akoko-Edo Local Government Area employee

H₀₃: There is no relationship between motivation and Akoko-Edo Local Government Area employee.

1.8 Scope of the Study

The scope of this study is limited to the staff motivation and Benin Electricity Distribution Company. The nature of the study precludes the staff training and motivation

1.9 Definition of Terms

Definition of terms is based on the meaning and context in which they are applied and they are carefully explained.

Motivation: This text highlights the significance of creating an environment that meets workers' human needs to ensure their appropriate behavior within an organization. It explains that motivation can manifest through various means such as promotions, bonuses, salary increments, and fringe benefits. Huezynstic & Buchaman (1985) define motivation as a decision-making process where individuals choose desired outcomes and determine the behaviors needed to achieve them.**Management:** This is the co-ordination of human and material resources in an organization to achieve management goal. Umoh (1996),

defines management as a process by which people (managers) create, direct, maintains and operate purposive organization through systematic co-operation (Human effort).

Human Effort: The process of getting things done by using other people to achieve a set goal of objective.

Employee: This is a person that is being employed by an employer in a business/organization.

Employer: This is a person who has the right to employ an employee in a business/organization.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Clarification of Corruption

Corruption is defined as an arrangement that involves an exchange between two parties (the demander and the supplier) which (i) has an influence on the allocation of resources either immediately or in the future; and (ii) involves the use or abuse of public or collective responsibility for private ends (Salisu 2006, 3). The International Monetary Fund defined corruption as “abuse of authority or trust for private benefit: and is a temptation indulged in not only by public officials but also by those in positions of trust or authority in private enterprises or non-profit organizations” (Wolfe and Gurgun 2000).

Corruption can be very tragic to nations and its pervasiveness can lead to low economic performance of countries, especially those in developing countries like sub-Saharan African nations. It has been

documented by analysts that corruption in Nigeria has been a hindrance to its economic development (Iroghama, 2011). Nigeria has been ranked very low on the Berlin based Transparency International of corrupt countries in the world. The rankings were based on weighted average of corruption perception indices. The overall index measures the degree to which public officials and politicians in particular countries are involved in corrupt practices such as accepting bribes, taking illicit payments in public procurement and embezzling public funds (Salisu 2006).

The Corruption Perception Index evaluates government corruption on a global scale and the Transparency International (TI) has been evaluating government corruption perception since 1995 and has been monitoring Nigeria's CPI since 1996. The organization has a mission of stopping corruption and promoting transparency, accountability, and integrity around the world. The organization produces a specific report annually on Nigeria that evaluates the perception of government corruption

in the society based on several surveys taken among the public (Stewart, 2012). As was earlier mentioned, it is important that the Nigerian government pay close attention to these reports. Public perception on how the government deals with issues of corruption matters because extremist groups like Boko Haram can take advantage of a lack of government interference to gather support for their cause. These groups can portray the government as being inefficient in dealing with such situations.

There are different degrees of corruption but this analysis focuses on corruption in the public sector. Bureaucratic corruption occurs ‘in the public administration’ or ‘the implementation end of politics.’ This kind of corruption is known as ‘low level’ and ‘street level’ corruption. This is the type of corruption that citizens encounter in their daily lives, they are confronted by it in places like the hospitals, schools, local licensing offices, police, taxing offices and various other public agencies” (Dike 2002, 2). Bureaucrats have rules and regulations that they are supposed to follow which promotes uniformity and achieves equity.

Street-level bureaucrats perform their duties by making decisions based on individual cases brought before them. They are given bureaucratic discretion which is the ability to decide how policies should be implemented but if this power is abused it can lead to corruption (Lipsky 2010). An efficient and neutral public bureaucracy is essential in a democratic system because it leads to an efficient and effective public bureaucracy. The public bureaucracy has a significant role to play in the administration of government, it ensures that the delivery of goods and services are evenly distributed to ensure equity. A corrupt bureaucracy can lead to a decrease in the quality of goods and services being provided by the government. The public bureaucracy in Nigeria is plagued with a number of problems that have hindered its effective role in the country (Okotoni 2001). One problem encountered by the public sectors is the politicization of jobs in the sector. Bureaucrats are supposed to be non-partisan but some positions in the public sector in Nigeria are highly political. Some positions in the public sector during the military era have some political influence, offices like the Permanent Secretary and the Head

of Service were given to political military officers. Although there is nothing wrong with civil servants having an interest in politics, it can sometimes undermine the decisions made by their office. Public perception on such a decision will be highly criticized as being unprofessional and unfair because of their political party affiliation (Okotoni 2001).

Another problem facing the public sector is the widespread level of corruption in the country. Nigeria is a developing country and its citizens lack some of the basic necessities of life. Therefore, when individuals find themselves in government, they try to embezzle enough money to provide for their families and future generations. In view of this, it is therefore imperative that, to adequately address the problem of corruption, the country need to have some economic development to ensure that it is providing the right services to its citizens. The reason why most public officials who embezzle money commit such offence is their need to survive and provide for their families. In other to reduce corruption, the Nigerian government needs to better cater to the needs of its employees so that they do not resort to corrupt means to provide for their families

and future generation. Also, introducing a public policy that seriously punishes people caught in the act can serve as a deterrent to public servants, making corrupt acts both risky and unattractive (Ameh, 2000).

The effects of corruption on a nation's socio-political and economic development are countless. Corruption negatively affects economic growth and reduces the level of investment in the country. Foreign and domestic businesses are reluctant to invest in a nation where public agencies are not functioning effectively and a chance for their investments to be misused. Consequently, poverty and income inequalities are tied to corruption. It is essential for the government to reform the public sector to reduce the level of corruption because of the negative impact that the nation is facing as a result (Dike, 2002).

The principal concepts of ethical culture in any society require that public officials should be accountable to the public while performing their job duties. These two concepts are important and critical in nation-building and formation of the national character of a country. It is also essential because it helps scholars to better understand the dynamics of corruption in

a country and can help reduce some of the problems of public sector corruption (Omotoye 2011). For effective control of corruption in Nigeria, the government must develop a culture of openness, in contrast to the current bureaucratic climate of secrecy in the administration. Furthermore, it is important to have a merit system (instead of the tribal bias, state of origin and nepotism or favoritism) should be adopted in employment. This ensures that the most qualified are in charge of government and are running it efficiently. More importantly, the leadership must be able to tackle the problem of corruption (Dike 2002).

2.2 Public Sector in Nigeria

The public sector is the part of the economy that is owned and controlled by government, and provides basic services to the citizens. It is the means by which the government relates and delivers amenities to the public. Such amenities include, but are not limited to welfare, infrastructure, security, social justice, education, health care and a means of regulating or deregulating the economy (Okoduwa 2007). Individuals

who work in government departments and agencies are known as public servants.

During the colonial administration in Nigeria, bureaucrats were concerned with the maintenance of colonial law and order and collection of taxes and levies. As indicated earlier, the public sector in Nigeria is still fairly new, the civil service was regionalized in 1954, in concert with the requirements of a federal system. These regional civil services were more effective than the federal civil service even after independence, partly because of ethnicity. Nigeria has a rich ethnic background with over two hundred and fifty ethnic groups. As a result, groups with the same ethnic background were able to have a viable and efficient civil service sector.

The western regional civil service in Nigeria was deemed one of the best and a model to be emulated across Anglophone Africa, it was likened to the British civil service and was very efficient and effective in the delivery of services to the public (Olowu 2001). At independence, the role of the civil service changed and was centered on assisting the new government to plan and accelerate the pace of Nigeria's socioeconomic

development. However the nationalization of the civil service experienced some difficulties in becoming efficient and effective, due to the lack of a homogenous identity unlike the regional civil service (Okotoni 2001).

From the time of independence till the military takeover, there were some issues in the administration. After the military takeover of the government, the civil service became more dominant in the public policy process. The civil service rose to the challenge of the political change the country was experiencing and the top civil servants assumed political responsibilities. These bureaucrats were responsible for policy formulation and implementation, while the military were preoccupied more with the civil war and managing coup d'états. The civil service was praised for being effective in ensuring a speedy recovery after the civil war, and in transforming the country into the new era of economic prosperity after the discovery of oil (Okotoni, 2001). This era also witnessed the emergence of higher level of civil servants, who were known as Super Permanent Secretaries. They were influential and had bureaucratic power to make policy decisions. This lasted for a couple of years but in the last 1970s, the

authority and power of the civil service started declining. One of the major reasons for the decline of the public service was the corruption between political officials and civil servant was the high level of corruption leading to a massive dismissal of civil servants. Also, some of the positions in the civil service political neutrality and a merit system, but it resulted in ethnic favoritism and corruption (Olowu 2001).

The nationalization of the civil service has not been successful over the years because the reform enacted to enhance transformation and growth to increase efficiency and effectiveness of the service has been unsuccessful. A host of factors have been attributed to the failure of the civil services in nationalizing and properly working at an efficient pace in the delivery of public services. These reforms include; transitioning of government from a number of regime changes that had negatively affected the efficiency and the effectiveness of government, and the lack of merit in the hiring and promotion of civil servants who are hired based on political affiliations, which lead to limited accountability to the public (Suleiman 2009).

In 1999, the Nigerian constitution gave a provision for a mandatory federal and state public service sector. The sector comprises of the civil service and the public bureaucracy. The civil service is made up of the line ministries and extra-ministrial agencies. The public bureaucracy is the expanded public service which includes services of the state and national assemblies, the judicial branch, the security agencies (army, air force police and navy), paramilitary services (immigration, prisons), parastatals and agencies including social services, commercially oriented agencies, regulatory agencies, and educational institutions (Suleiman, 2009). The civil service employed millions of government officials whose main goal is to implement government programs and policies. In 2003, a reform of the public sector was introduced to change the structure and procedures of the sector focusing on the allowance and salaries of civil servants. Unfortunately, this reform did not result in the change that was anticipated.

The civil service is important as it coordinates the federal ministries, advises political officials, formulates and implements government's policies, gathers and supplies data for policy makers, ensures continuity of

services and public relations services. All these roles are important to the smooth running of any administration. The civil servants are responsible not only for preserving these properties but for ensuring the proper and effective utilization of them. Thus, the bureaucracy can make or mar any administration. The public bureaucracy is entrusted with the public property, either tangible or intangible. The Nigerian public sector is experiencing inefficiencies in performing its roles for a number of reasons. Thus, it is essential that these issues are addressed to make sure that government officials are working under the structure that promotes efficiency, equity and effectiveness in public service delivery. Before addressing the issues affecting civil service in Nigeria, it is important to look at the different forms of corruption in the public sector.

2.3 Forms of Corruption in the Public Sector

There are numerous types of corruption but this study is concerned with bureaucratic corruption which occurs in the public sector or in the execution of policies. This is also known as street level corruption, where

bureaucrats use their discretion in the implementation of policies that have been given to them by lawmakers (Dike 2008). As earlier discussed, bureaucratic discretion can lead to corruption if not properly administered, because public officials can decide to treat certain individuals unfairly. Bureaucratic corruption can be manifested in a variety of ways. Bribery is the payment (in money or kind) that is taken or given in a transaction (Dike 2008). In the public sector, bribery is prevalent in the execution of government services such as, lower taxes, licenses, and legal outcomes. Bribes can influence the government's choice in contracting, in the allocation of government benefits, such as subsidies to private companies or individuals and access to pensions or unemployment insurance. Bribes can vary in size, type, and how much the public official will benefit from such a transaction (Moseley 1999).

Another type of bureaucratic corruption is known as grand corruption which involves international business transactions, and bureaucrats and politicians are often accomplices to such a deal. Petty corruption is when individuals seek a license or a service from the

government. Even though, this might seem less influential on the country, petty corruption can negatively impact Nigeria because a pooled group of individuals can retain bribes in an elaborate sharing arrangement. This can limit the resources that are available to all citizens in the country. Most of the time, people involved in grand corruption are the ones that make media headlines, although when analyzed, the total cost of petty corruption based on economical and political distortions is of even greater cost than that of grand corruption (Moseley 1999).

Furthermore, public sector fraud is also another type of bureaucratic corruption where individuals seek to take advantage of government grants and services for their personal gain, this type of fraud involves stealing public funds, which affects all taxpayers. Public officials who partake in such schemes exploit public funds and hinder the delivery of appropriate goods and services to citizens (Moseley 1999). Also, bureaucratic embezzlement is when public officials steal resources from the public institution where they are employed. In Nigeria, the embezzlement of public funds is one of the most common ways in which individuals

accumulate national wealth which can be attributed to the lack of strict regulatory systems in the country.

Likewise, public sector extortion is a type of bureaucratic corruption that deals with the extraction of public funds and other resources by coercion, violence or the use of force, the police and custom officials usually use this means to collect money from civilians (Moseley 1999). Lastly, bureaucrats often use favoritism as a tool of power abuse, this occurs when there is a highly biased mechanism in the distribution of state resources. In Nigeria, some public officials see this as a means to favor their friends, family and people of their own ethnic group. A form of favoritism that is widely common in Nigeria is nepotism, which is an abuse of power, where public officials offer preferential treatment to their kinfolk and family members. These same public officials can also exempt their relatives from following certain laws or regulations or through the biased allocation of resources (Moseley 1999).

2.4 History of Corruption in the Public Sector

Corruption in the public sector can be traced all the way back to colonial times in Nigeria. The British colonized the country using both direct and indirect rule, employing local officials as administrators to oversee the newly colonized territories in different parts of Nigeria.

Most of these administrators were not indigenous to the particular region they controlled but some used this new found power and authority for their personal gains. They abused and misused the power in hopes of gaining more influence and wealth from their positions (Owolabi 2007). After independence from the British, the first elected politicians and their civil servants were also characterized as being corrupt. During the election periods, votes were manipulated and some political candidates hired thugs to intimidate and sometimes eliminate their political opponents. These corrupt public officials who had attained power wanted to use it to acquire more influence and authority for their own selfish interests. The public interest was not a priority to these administrators (Owolabi 2007).

The military took over the control of government in 1966 citing the corruption of public officials as the main reason, yet the political system

became worse afterwards. Each military regime proved to be more corrupt than the previous ones thus leading to the proliferation of corruption. Each military government was known for its abuse of power, lack of transparency and accountability. Since the government were being controlled by the military, there was no system of checks and balances. The only type of oppositions that occurred during the military regimes were coup d'états, which led to complete overthrow of the head of state and cabinet officials, and resulted in a new head of state being instated. Citizens were not allowed to question the authority of military officials and whoever opposed to the government was either imprisoned or killed. This system created a culture of corruption in government where public officials did not need to be accountable for their actions and the citizens could not demand accountability (Owolabi 2007).

Nigeria became democratic in 1999 and the then President elect, President Olusegun Obasanjo, wanted to create a new culture of governance, and established new agencies and initiated reforms in the public sector that could put an end to corrupt practices by government

officials. Although President Obasanjo initiated these new reforms and agencies in the hopes of improving the structure of the civil service, yet to some extent, these changes did result in some improvements in the sector. There are still some changes that need to be done to ensure that the public service is accountable to the public, by implementing stricter rules and regulations. Ensuring that civil servants are held to a standard that will allow them to be responsive to the public in an efficient, equitable and effective way is vital to the economic growth of the country. Furthermore, there needs to be accountability in the public sector because it helps to ensure that all actions and decisions taken by public officials are subject to scrutiny and transparency. Accountability is one of the fundamental prerequisites for preventing the abuse of power and for ensuring that power is directed towards the achievement of efficiency, effectiveness, and transparency.

By guaranteeing that all government agencies are accountable, they will be able to meet their stated purposes and goals, and are also more responsive to the needs of the people. Moreover, if government officials

are responsive to the needs of the people, public agencies will become more transparent so that citizens can monitor their activities, thus making it less likely for public officials to abuse their positions. Also, making agencies to be more transparent ensures that they are held to a standard. Once defaulters are punished, it will be difficult for public officials to serve their own self purpose (Dike 2002).

2.4 Causes of Corruption in the Public Sector

Corruption is a detrimental force that hinders democracy and represses individuals in many countries throughout the world. Nigeria is ranked as one of the world's most corrupt countries, according to Transparency International's Corrupt Practices Index. Corruption is caused by many factors including lack of accountability among public servants, inequality in the distribution of resources, promotion of ethnicity and lack of nationalism, and lastly, weakness of governmental enforcement agencies. These factors have contributed to existing culture of corruption in Nigeria. This study analyzes each of these contributing aspects in detail.

Lack of Accountability

A lack of accountability costs any government money due to lax leadership, employee theft and inefficiency in the execution of job duties. In Nigeria, the public sector is not accountable to the people, it seems like there is a divide between what actually goes on in government and what is being reported to the citizens. There is no transparent system where the public is allowed to participate in policy formation and have a say in how these policies should be implemented. Nigeria has a large amount of natural resources but lacks proper accountability measures. In part this could be due to a lack of connective infrastructure like roads, Internet access and electricity which service delivery and social accountability systems depend on. This lack of infrastructure is caused by the mismanagement of resources by government officials, and if these officials are made to be accountable to the citizens, there will be a good response to the delivery of services (Okoye 2005).

Inequality in the Distribution of Resources

Nigeria has substantial natural resources to accommodate its expanding population but only a few people in the country has access to the

money generated from the resources. Nigeria ranks 48 with 43.7 on the distribution of family income, the index measures the degree of inequality in the distribution of family income in a country. The index is calculated from the Lorenz curve, where cumulative family income is plotted against the number of families arranged from the poorest to the richest (CIA Factbook 2013). Furthermore, 70 percent of the citizens are living below poverty line amidst the massive wealth in the country. As a result, when citizens get government jobs they try to amass as much wealth as they can while in their positions. This can be avoided if employees are paid enough to ensure that they will not try to defraud the government because they are underpaid. The Constitution of the Federal Republic of Nigeria makes allowance for employees, in that they should have a reasonable living minimum wage. In Section 16(2)d, it states that:

The state shall direct its policy to ensure that suitable and adequate shelter, suitable and adequate food, reasonable national minimum living wage, old age care and pensions, and unemployment, sick benefits and welfare of the disabled are provided for all citizens (Shilgba 2010).

The constitution makes provisions for its citizens but the politicians are not following through. The citizens are not being supported through their salaries, the current minimum wage is 18,000 naira a month, which is about \$130, this is hardly enough to sustain an individual for a month talk less a family (Shilgba 2010). As a result, public officials tend to find alternate means of raising income to be able to take care of their families. Although this is not an excuse for public officials to be corrupt, it hardly gives them an opportunity to remain honest if they can barely survive on the salary they are receiving.

Promotion of Ethnicity and a lack of Nationalism

Societies like Nigeria that are multi-ethnic are more likely to fall prey to corruption as a result of failure to manage ethnic conflict in a ways that are fair to everyone. Before the amalgamation of Nigeria in 1914 by Lord Lugard, the citizens of present day Nigeria were divided into different ethnic groups with existing customs, laws and leadership (CIA Factbook 2013). After the amalgamation, people from different ethnic groups were tossed together to form a single nation which caused ethnic tensions.

Nigerians identify themselves along the lines of their ethnicity more so than their nationality resulting in conflict and a lack of nationalism. There are a large number of qualified applicants (Shilgba 2010). Consequently, citizens are more concerned with improving their regions and states, and investing more in these places than in the country as a whole. As a result, there are a lot of underdevelopments in certain parts of the country because public officials are more concerned with diverting resources to their families, relatives and people in their state of origin.

Lax Social and Governmental Enforcement Agencies

One of the causes of corruption is the lack of strong government agencies to enforce laws and rules as sternly as they need to. This creates an opportunity for public officials to embezzle funds without fear of repercussion or punishment. Nigeria is degenerating into a society without a discernible legalistic framework for law enforcement agencies or judicial system. In Nigeria, anyone that is favored in political patronage can basically get away with most crimes, and some of these crimes involve money laundering, uncontrollable theft of government money and other

illegal crimes (Omotoye 2011). Subsequently, it is important to note that people charged with persecuting these criminals are, in fact, the actual perpetrators. The Nigerian Police Force was ranked the nation's most corrupt public institution (Omotoye 2011). In 2006, the Inspector General of the police was convicted on eight charges of theft involving more than \$100 million of public money while in office.

When he was convicted, he spent only six months in prison. This example creates a lack of public trust in the government and its enforcement agencies. When the people set up to persecute criminals are criminals themselves, could there be any possible hope for the country? Enforcement agencies need to be equipped to enforce laws and be given the authority to persecute anybody regardless of his or her position. There should also be an audit of the enforcement agencies to expose all the bad eggs that are corrupt, thus forcing a change to occur in these agencies and leaving the good guys in charge. If these agencies are giving the authority to persecute anymore, it will build public trust in government and also serve as a

deterrent to corrupt public officials, that there are, in fact, consequences to their actions.

Lack of a Proper Taxing System

Furthermore, there is a lack of an effective taxing system in the country. This makes it difficult to track down people's financial activities and creates a breeding ground for corruption. Public officials do not file taxes so it is hard to trace their financial activities and how much they are actually making. It is the duty of politicians to make public officials accountable by implementing laws that will enhance an appropriate and effective tax system where people are made to explain their sources of income, through an end-of-the-year income tax filing. This will allow the audit departments to know how much these public officials are making and check for discrepancies (Okoye 2005).

Ineffective Policies that enhance Corruption

Moreover, public officials are discretionally implementing certain policies to allow them divert public funds into their personal accounts. For example, there was a ban on the importation of used cars over five years of

manufacture. This policy helped in breeding corruption among public officials because car business owners were unable to import cars into the countries legally, so they resorted to bribing public officials to enable them import these cars. If this policy on the ban of used cars is not reviewed and strict guidelines implemented to avoid corruption, it could negatively affect the economy. Consequently, this policy is also going to negatively affect those employed in this line of business, who do not want to give out bribes, they will run out of business, thereby increasing the number of citizens already living in poverty (Okoye 2005). Such a policy has so many negative effects that can lead to corruption if not properly planned out. For instance, it can result in the loss of state tax revenue and a reduction in importations of cars into the country, and diversion of this business to other neighboring countries, thus causing Nigeria to lose revenue. In essence, lack of proper planning in the implementation can be a breeding ground for corruption and hurt the country economically (Okoye 2005).

2.5 Consequence of Public Sector Corruption in Nigeria

Corruption has a negative effect on the social, political, environmental and economic development of a country. It is necessary to tackle these effects before it becomes too much for the nation to amend, which could have dire consequence on its citizens. For illustrative purposes, two consequences of corruption are discussed in this section. In terms of the economy, corruption results in a reduction in public spending as public funds are being diverted to the personal accounts of some public officials. Consequently, government spending on goods and service is reduced which has a negative effect on the economy. Public officials often allocate government spending towards big expenditures. Big and difficult to manage projects like the construction of airports and highways allow some bureaucrats access to easily defraud the government because it is hard to keep account of how much funds are going into the projects (Okoye 2005). Furthermore, as was earlier discussed, corruption leads to poverty and income inequalities which negatively influence government officials to engage in corruptible acts so they can amass as much wealth while in their position. Development projects are often made unnecessarily complex and

sometimes take years to accomplish in Nigeria so that government officials can divert resources into their own personal accounts. The new national stadium in Abuja cost the government millions of naira. It is hard to keep account of how much was actually spent (Okoye 2005). Corruption may lead to people losing their lives because of wasteful use of government money that could be channeled into useful expenditures. Projects like hospitals, dams and irrigation are among the services government tries to provide to citizens but the mismanagement and embezzlement of funds by government officials reduces the funds that would have been allocated to these government services. Therefore, government hospitals are ill-equipped to treat patients, hospital buildings are not up to standards, and there is a lack of necessary medical equipments. This is not because the country cannot fund these expenditures but because government officials are diverting the money reserved for these projects into their own personal accounts, thus causing citizens to suffer as a result (Okoye 2005).

2.6 Theoretical Framework

The theory that informs researchers approach in public perception of EFCC anti-corruption fight in the Edo state civil service is the structural functional theory. The basic assumption of this theory is that all systems have defined structures and these structures are assigned with definite functions (Nwaodu, Adam and Okereke, 2014). In applying this theory in the context of this study, Nwaodu, Adam and Okereke (2014) opines that there are therefore three angles to view its application: basic functions fulfilled by a political system, the structures in place and condition under which the civil servant are working.

Generally, the Edo state civil service has continued to suffer the scourge of corruption despite all institutional reforms floated by the Federal government since Nigeria independence. Williams (2019) believes that the reason why the fight against corruption in the Nigeria civil service has not yielded much progress is because corruption thrives when the system gives room for it. Using the three angles as was highlighted by above, Obi et al have shown that there are structural and institutional deficiencies (in the Nigeria and Edo state civil service), a system that allows political actors to

influence it. This disheartening situation leads to compromise, and has left the civil servants in fear, which makes them submit to the whims and caprices of the executive and political elites. Until the system is purged from these structural shortcomings, it will not be able to sustain the reforms that can position the civil service system against corrupt practices.

In the Edo state and Nigeria civil service system as a whole, there are structures established to monitor and ensure that civil servants comply with best public practices as provided by the constitution and other laws of the land. Some of these institutions were established as a result of previous reforms in the Nigeria civil service commission. These structural units play important roles in ensuring the system is devoid of corruption and sanitizing the system against corrupt practices, for instance, the judiciary, oversight function of the legislative (Stapenhurst et al, 2006), regulatory bodies such as EFCC charged with prosecuting corrupt officers and ridding of corruption in the system (Ayodeji, 2012), code of conduct bureau saddled with the responsibility of ensuring that civil servants abide by the

ethics of the commission and others. But also themselves must avoid being partisan in corrupt practices (Suberu, 2009).

This school of thought views that fight against corruption in the Nigeria civil service is not just requiring legalistic perspective, but a comprehensive system approach. An approach that oversees every aspect of eschewing/extinguishing corruption from the system, through a proactive strengthening of the Nigeria civil service system against any political interference, and also agencies established to fight corruption in the system must also play their role diligently in sanitising and ridding off corrupt practices in the civil service system.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The research methodology that will be employed in this study is the hall mark of this chapter. Specifically, it covers such element as research design; population and sample size of the study and sampling technique.

Others are method of data collection; administration as well as method of data analysis.

3.2 Research design

This study adopts the survey research method. Survey research design focuses on a sample drawn from a population in which the data collection from the former through questionnaire.

3.3 Population

The population that will be used for this study is the civil servants in Edo state civil service. Below is the total number of civil servants in Edo State:

3.4 Sampling Technique and Sample Size

Specifically, the simple random sampling technique will be used for the entire respondent. The table below shows the number of respondents take from each of the population that constitutes our sample size.

Thus, a sample size of 300 respondents will be taken out of the 48,157 civil servant in Edo state civil service. we shall determine our sample size using the Yamani's formula as follows;

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

Where; n = sample size

N = population size

e = sampling error or degree

3.5 **Method of Data Collection**

The data used in this study were collected from two major sources. The sources include primary and secondary sources / data.

- i. **Primary Data:** The data used in the study will be obtained from respondents through the issuance of structure questionnaire.
- ii. **Secondary Data:** The sources of secondary data involved the consultation of publication of published and unpublished materials these include: textbooks, journals, newspapers, magazines and other typed or written materials.

3.6 **Validity of the Instrument**

To determine the face and content validity of the instrument, the expert judgment approach will be adopted. In this regard, the specimen of

the drafted copy of the questionnaire will be giving to the supervisor, who will give the necessary corrections and suggestions that will be effected. The final instruments will be constructed to the supervisor advice.

3.7 Administration of Instruments

The questionnaires will be administers to the respondents by the researcher. The questionnaire that will be retrieved from the respondents will be used for the data analysis and presentation

3.8 Method of Data Presentation and analysis

To analyze the data, the simple percentage table will be use.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

Introduction

This chapter is concerned with the presentation and analysis of information gathered through the use of questionnaire distributed to the respondents. During the survey, 250 questionnaires was administered and returned completed. The results of the analysis are tabulated below:

4.1 Analysis of Respondents Characteristics

Table 1: Age Distribution

Age Interval	Responses	Percentage(%)
Below 25	15	5.0
26-44	200	66.7
45-54	35	28.3
Total	250	100.0

Source: Field Survey, 2023

Table 1 shows that 5.0% of the study population is below 20 years old, 66.7% are in the 26-44 age bracket, 45543% in the 45-54 age bracket.

Table 2: Marital Status

Level	Responses	Percentage (%)
Married	100	33.3

Single	100	33.3
Divorced	40	13.3
Widowed	10	20.3
Total	250	100.0

Source: Field Survey, 2023

The study population is composed of 33.3% showed that they were married, 33.3% were single, 13.3% were divorced, 33.3% were widowed.

Table 3: Sex Distribution

Sex	Responses	Percentage (%)
Male	50	18.7

Female	200	81.3
Total	250	100.0

Source: Field Survey, 2023

The table shows that 81.3% of the participants are female and 18.7% are male. This indicates that there are more female students respondents in the research work than male.

Table 4. Qualification of Employees

Educational qualification	Number of male	%
FSLC	30	10

WASC/GCE	20	23.3
OND/HND	100	33.3
B.Sc and above	100	33.3
Total	250	100%

Source: Fieldwork, 2023

Findings from the above table shows that 33.3% respondents are FSLC holders, 23.3% of respondents were WASC/GCE holders 33.3% of respondents were OND/HND holders where 33.3% of male and 66.6% of female were B.Sc holders and above.

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

Option	Number of Response	Percentage (%)
Very Good	50	33.3
Good	50	16.6
Undecided	50	16.6
Very bad	50	16.6
Bad	50	16.6

Total	250	100
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Source: Field Survey 2023

Table 5 reveals that 33.3% of the respondents state that the corruption has affected the efficient management in civil service.

Table 6: is employment by merit or through connection?

Option	Number of Response	Percentage (%)
Very Good	125	41.6
Good	25	8
Undecided	0	16.6
Very bad	20	6.6
Bad	0	0
Total	250	100

Source: Field Survey 2023

Table 6 revealed that 41.6% of the respondents state that employment by merit or through connection while 16.6% of the respondents were not sure, while 6.6% state is very bad.

Table 7: are number of staff in your section enough to cope with the volume of work?

Option	Number of Response	Percentage (%)
Strongly Agree	125	58
Agree	25	8
Undecided	25	16
Strongly Disagreed	25	8
Disagree	25	8
Total	250	100

Source: Field Survey 2023

Table 7 revealed that 58% of the respondents agree number of staff in your section enough to cope with the volume of work 8% agree while 16% of the respondent were not sure, while 8% strongly disagree and 8% disagree.

Table 8: Do you like the procedure of employment in Akoko-Edo LGA?

Option	Number of Response	Percentage (%)
Strongly Agree	190	63.3
Agree	10	3.3
Undecided	25	25
Strongly Disagree	25	8.3
Disagree	0	0
Total	250	100

Source: Field Survey 2023

Table 8 revealed that 63.3% of the respondents strongly agree that they like the procedure of employment in Akoko-Edo LGA, 3.3% agree while 25% of the respondent were not sure, while 8.3% strongly disagree and 0% disagree

Table 9: do you have any problem in your section?

Option	Number of Response	Percentage (%)
Strongly Agree	144	48
Agree	26	8.6

Undecided	26	8.6
Strongly Disagree	24	8
Disagree	0	16
Total	250	100

Source: Field Survey 2023

Table 9 revealed that 48% of the respondents strongly agree that there is problem in their section, 8.6% agree while 8.6% of the respondent were not sure, while 8% strongly disagree and 16% disagree.

Table 10: Do agree that whistle Blowing Policy is effectiveness in Edo state?

Option	Number of Response	Percentage (%)
Strongly Agree	28	9.3
Agree	12	20
Undecided	62	20
Disagree	28	9.3
Strongly Disagree	128	42.6

Total	250	100
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Source: Field Survey 2023

Table 10 revealed that 9.3% of the respondents strongly agree that whistle Blowing Policy is effectiveness in Edo state, 20% agree while 20% of the respondent were not sure, while 9% strongly disagree and 42% disagree.

Table 11: Are the council staff exposed to regular training?

Option	Number of Response	Percentage (%)
Strongly Agree	73	24
Agree	20	23
Undecided	15	5
Disagree	15	5
Strongly Disagree	127	42
Total	250	100

Source: Field Survey 2023

Table 12 revealed that 24% of the respondents strongly agree that the council staff exposed to regular training, 5% agree while 5% of the respondent were not sure, while 5% strongly disagree and 127% disagree.

Table 13: Do you think that motivation is a factor in the level of productivity in the council?

Option	Number of Response	Percentage(%)
Strongly Agree	39	13
Agree	11	20.3
Undecided	21	7
Disagree	29	9
Strongly Disagree	150	50
Total	250	100

Source: Field Survey 2023

Table 14 revealed that 39% of the respondents strongly agree think that motivation is a factor in the level of productivity in the council, 20.3% agree while 7% of the respondents were not sure, while 150% strongly disagree and 9% disagree.

Table 15: Can you say that Akoko-Edo LGA staff are adequately or poorly motivated?

Option	Number of Response	Percentage(%)
Strongly Agree	137	45.6
Agree	30	10
Undecided	13	21
Disagree	7	2
Strongly Disagree	30	10
Total	250	100

Source: Field Survey 2023

Table 15 revealed that 45.6% of the respondents strongly agree **that** Akoko-Edo LGA staff are adequately or poorly motivated, 10% agree while 21% of the respondents were not sure, while 2% strongly disagree and 10% disagree.

Table 16: If corruption is reduced, do you think that productivity and efficiency will increase?

Option	Number of Response	Percentage (%)
Strongly Agree	126	42
Agree	64	21
Undecided	40	30
Disagree	5	1.6
Strongly Disagree	5	1.6
Total	250	100

Source: Field Survey 2023

Table 17 revealed that 42% of the respondents strongly agree that corruption is reduced, do you think that productivity and efficiency will increase, 21% agree while 30% of the respondents were not sure, while 1.6% strongly disagree and 1.6% disagree.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The essence of this chapter is to present the summary of findings based on the analysis of data that was generated from the respondents on the subject matter that draw a conclusion and possible recommendations on way forward.

5.0 Summary of Findings

From the research study various emerging fact are summarized here. Based on the findings it was observed that AKOKO-EDO LOCAL GOVERNMENT COUNCIL motivate its employee to improve their performance.

The survey of the various theories of motivation and motivational technology as shown below:

The need that one individual bring into an arrangement in organization are made evident in terms of specific want such as money, job security, good working condition promotion prospects.

These wants provide an array of motivation behaviour too and destines directions. Successful utilization of these motivation techniques to move subordinates towards improved performance depends to a great extent on the manager's ability to find out individual need and how subordinate improve towards the achievement of organizational goals. The current experience confirm that people expect action are continually rising beyond money and certainly do not embrace an automatic organization. The modern day's concern is for more interesting job, a say in decision making, a more effective management, and equate appreciation and fair treatment.

5.1 Conclusion

Based on the analysis, it is believed that there is no meaningful management decision, without pulling into consideration the wishes or need of workers or employees. It is also an established fact that if enough recommendations is given as a motivating factor; there is the tendency that will lead to increase in performance of the organization. Although the economist believed that the peace, harmony, high moral and better attitude to work can be assured if appropriate motivation is provided. It is a strong conviction to say that the best avenue for increase in performance of an organization is through motivation.

Again, from all indication, it is now patently clear that the six letter word "SALARY" which can be briefly put as "the reward for labour" it is not the only prime motivation of employees. Most schools of thought believed that salary as a motivation must be backed up by other benefits such as good working condition, human development media facilities and so on. Though money has its own universal value as a

purchasing power, all the “side package” mentioned will help to motivate employee of increase performance.

The findings of Hawthorne’s theory are in line with this assertion. The attitude of workers are not primarily governed by an inner urge to carry out and discover an environment in which they can take root, belong to and have function in which the purpose of their achievement can be appreciated. Finally, all establishments in the Nigeria, either private or public sector should provide as a matter of urgency, the office of an employee motivation in order to monitor the activities of all workers in the establishment in order to provide management with necessary feedback.

The authoritarian traditional style of management has been cultivated and nurtured which has produced the “Nigeria managers” who have failed to appreciate the diversified nature of human factor i.e. most subordinate do not like being dictated to.

Managers should note that the method of manner they direct, monitor and control the activities of subordinates are primary factors which determine the climate of the industry they manage, and the climate in performance of the organization.

Finally, I strongly advice management that henceforth there should be fair day payment in addition to other incentive like medical care, staff training on the job, pension, promotion among others as this should be accorded equal properties as this carries equal consequences as final offers.

5.2 Recommendations

Based on the findings of the study, the researcher is included to make the following recommended:

- i. The management of AKOKO-EDO LOCAL GOVERNMENT COUNCIL should be praised for the little effort they make toward motivating the employees in their organizations. This will enable them continue

and not relent since it is only through motivation that the workers will have a sense of belonging in the organization.

- ii. The employees must be encouraged to make their contributions towards the achievement of the organization and not side lined when issues or decision affecting them or the organization have been made. They should be encouraged the more to participate in decision making in running the affairs of the organization.
- iii. The cordial relationship existing between the management and the employees in the employees must be allowed to continue. This is because the kind of cordial relationship has enable the management and the workers to handle their grievances without any group feeling cheated or being left out.
- iv. It should be made very clear in the mind of the management of the organization that it is an essential step towards motivating workers, because it is an essential management tool for increasing the productivity of workers.

- v. The AKOKO-EDO LOCAL GOVERNMENT COUNCIL should be advised to maintain their present status quo. They should be encouraged to keep up with their performance, this will enable them to compete for favourable services as theirs and also enable them to enjoy wider market share.
- vi. The top management employees while appraising their subordinates, they should try as much as possible to make use of the informal way rather than formal way because they will give the worker's the sense of being appreciated and this appraisal if good should be done publicly to increase the employee performances and not to downcast them morally.
- vii. Finally, the researcher is of the view that if all these recommendations are religiously adhered to, AKOKO-EDO LOCAL GOVERNMENT COUNCIL will always achieve their aims and objectives at the same time enjoy increase performance from the employees.

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