

Anti-Corruption and Effective Public Service Performance in Nigeria

Dede Chinyere Helen, Umoh, Godwin Godwin, & Abue Regina Elejie

Department of Public Administration

Faculty of Management Sciences

University of Calabar

Calabar

Abstract

Nigeria is richly endowed with qualitative human and natural resources but yet to find an appropriate and rightful place among the nations in the world. One major reason that is responsible for the socio-economic stagnation is attributable to corruption and all effort geared at steaming the tide appears to be unsuccessful. Economically, corruption leads to the depletion of national wealth. Nigeria sits on some of the largest oil reserves in the world, which has been fuelling corruption since independence. Between 2015 to 2017 alone, it earned more than 370 billion United States Dollars in oil and gas export. Despite of this, the average life expectancy stands at 55 years in Nigeria and over half of Nigerians are living in abject poverty due to poor management of the resources and lack of financial reserve in the nation. The pandemic that hit this year 2020 has caused a lot of economic hardship in Nigeria. The paper examines the anti-corruption and effective public service performance in Nigeria. Quantitative and qualitative analysis was used in the study. The principal agent theory is the guide of the paper. Nigeria is plunging deeper into the mire of corruption with each passing year. This was recently affirmed by the corruption perception index released by Transparency International. The paper concluded that corruption in Nigeria has completely undermined the government socio-economic development strategies. Corruption continues to hamper the government policies and initiatives at development. It also causes an economic recession in the nation. The paper recommends among others the need to restructuring the legal framework of the anti-corruption agencies in Nigeria to be independent from political interference in order to be effective in its performance in service delivery.

Key words: *Anti-corruption, effectiveness, public service, performance*

Introduction

Nigeria possesses the potential marketability for rapid economic development. However, despite of these obvious resources and its comparative advantage, Nigeria remains a poor and under-developed country. One of the major and prominent factors advanced is corruption. Corruption has been a major problem in Nigeria leadership since independent (Achebe, 1983). In fact, Achebe described corruption as important to Nigerians just as grass is to goat. He opined that just the way goat cannot survive without grass likewise, Nigerians cannot survive without corruption.

The state of infrastructure in Nigeria is worrisome, and attempts made to improve the state of infrastructure by successive administrations in Nigeria have become problematic due to negligence and corruption in Nigeria. Recently, the Nigerian President, Mohammedu Buhari in his inaugural speech on May 29, 2019 affirmed that corruption is the single greatest bane of our society today but would be tackled head-on at all levels in his administration (Sachs, 2019). But has he succeeded in doing so?

No society can achieve its full potentials if it allows corruption to become full-blown cancer as it has become in our nation. The state of infrastructure in Nigeria has remained a matter of great concern given the significance of the sector to the economic growth and development as well as well-being of the people, especially at the grassroots level where majority of the people reside. This is as a result of political corruption that is rampant in the state, which worsens the effective public service performance. Thus, one could be forced to conclude that how corona-virus is destructive to the human body is how corruption is to the society and the polity. While the manifestation of the covid19 is caused by a bio-virus, corruption is an expression of the deficiency of integrity syndrome caused by a socio-virus called corruption.

Corruption is no doubt pervasive in the country. It permeates all strata of both public and private service delivery. Honesty seems to have taken flight and corruption has in the meanwhile tremendously gained ground and become very rampant in Nigeria organizations. The 1996 study of corruption by Transparency International Corruption Index (TICPI) ranked Nigeria as the most corrupt nation, among the fifty-four (54) countries listed in the study with Pakistan as the second most corrupt country. Also in 1998 (TICPI) study, the image of Nigeria dipped further as she was ranked ninety (90) out of the ninety one (91) countries; pooled Bangladesh came first in the ranking. Nigeria retained its position in 2003. In 2006, TICPI ranked Nigeria one hundred and forty-two out of one hundred and sixty three (163) countries in the world. In 2018, they (TICPI) ranked Nigeria one hundred and forty-four (144) out of one hundred and eighty (180) countries in the world (NBS, 2018). Meanwhile, in 2019, Transparency International ranked Nigeria 146 out of 180 most corrupt countries in the world. Till date corruption has not stop existing in Nigeria, the anti-corruption agencies made to be a watch dog are not effective in their service delivery because of political interference. We have witnessed in recent times how the anti-corruption agencies fight against corrupt political office holders have been selective in nature. If you are not in the good book of the ruling party, the anti-corruption agencies are used to witch hunts you. This explains how ineffective they are in their performance.

The anti-corruption effort of the Nigerian government has proved ineffective; hence, large scale corruption related cases, accusation and counter-accusations. There were cases of missing funds, missing oil revenues or non-remittance into the federation account, contract scam, oil theft, administrative inefficiency or delegation of duty, illegal sale or allotment of government land and property, bribery, extortion and other forms of corrupt practices, particularly with regard to organization. There seems to be a knowledge gap on anti-corruption programmes which affect the structures of formal organizations.

Effective public service performance is a pre-requisite for sustainable development. In a bid to effectively and efficiently meet the ever changing public servant wants and needs government around the world are increasingly searching for the best mechanisms to improve the extent to which public office holder can be held accountable and effective in their delivering services. (Ijeoma and Sambumbu, 2013, 282). Therefore, the inability of the Nigeria public service to perform optimally had over the years constituted a challenge, yet to be resolved. It is a known fact that corruption is pronounced in the public service, its efficiency as well as the ability to effect policy directed towards sustainable development goals like reduction of poverty and effective service delivery. The behavior of public officials which deviates from accepted norms in order to serve private ends is corruption. It is a general term covering misuse of authority as a result of considerations of personal gain, embezzlement, stealing or misappropriation of public funds.

In government via public service, it thrives in the areas of project costing, ghost workers syndrome, contract awards and subsequent abandonment, payment of a huge sum of money to political god-fathers, among others. Corruption remains pandemic as well as

extremely prevalent in the public service which affects its effectiveness and performance. There are instances where corruption within the public service manifested over the years, the ineffective implementation of federal budget could be gleaned from the people who the senate indicted over an alleged non-implementation of an appropriation act since the dawn of democracy in May 1999 (Eminue, 2005). Because of the above, the paper examined the performance of anti-corruption agencies and effective public service performance in Nigeria.

Literature Review

Anti-corruption agencies are institutions established by the government or an organization to combat corruption. Aderounmu (2011), conceives anti-corruption agencies beyond their role of combating corruption by seeing them as the measures, initiatives and programmes put in place to create a corruption free and maintain a high standard in the organization. The agencies have been set up to fight against corruption that has attained a mega status in the organization with high level sophistication in its modus operandi, especially during this democratic dispensation. It is plausible to argue that the theatres of corruption permeate the Nigerian federal structure from the federal government to the local government administration. We contend that for as long as the fraud triangle of need, opportunity and weak sanctions subsists, corruption will not be tamed and it will continue to have more active converts. It must be started clearly that for as long as leadership of the organization plays with corruption the consequences are bound to be grave and these include; weakening of public bureaucracy, diversion of scarce resources from public purpose to private ends, perversion of political and administrative decision through lobbying and clandestine manipulations, deceleration in economic development, lack of commitment to national values and civic responsibilities.

Corruption can be defined as the dishonest or fraudulent conducts by those in power, typically involving bribery. It is the illegitimate use of power to benefit a private interest (Morris, 1991). Corruption is the giving of a bribe to an official so that the truth will not be told. It involves the embezzlement of public fund for personal use and any act which is considered to be a criminal act according to the law of a particular society. It has been the biggest challenge in Nigeria. It is clear to every citizen that the level of corruption in the country is too high. However, despite this assertion, there is a widely held opinion condemning corruption in all ramifications and hence worldwide outcry and call for eradicating the scourge.

Anti-corruption:

Anti-corruption bureau is primarily responsible for the detection, investigation and prosecution of cases of corruption among public servant and facilitating government department to provide an honest, transparent and clean administration (NBS, 2012). Experience strongly suggests that combating corruption requires an indirect approach that begins with its roots causes. For better understanding, it will be helpful to explain corruption in three broad categories namely, high, medium and low incidence of corruption. These incidence of corruption assumes that counties with high corruption have a low quality of governance, those with medium corruption have fair governance, and those with low corruption have good governance. What this means is that, corruption is a symptom of fundamental governance failure, the higher the incidence of corruption, the higher an anti-corruption strategy should improve tactics that narrowly target corrupt behaviours and the more it should focus on the broad underlying features of the governance environment. For instance, a support for anti-corruption agencies and public awareness campaigns is likely to meet with limited success in environments in which corruption is rampant and the governance environment deeply flawed. In a situation, where governance is weak, the anti-

corruption agencies are prone to be misused as tools of political and economic victimization. According to Robert Klitgaard (1988), famous formula of the causes of corruption is “corruption = monopoly + discretion - accountability. This shows that corruption is mainly a consequence of weak monitoring of performance of the public service workers and that the anti-corruption programmes should entail an organizational design that is based on rather strict notion of transparency, accountability and compliance. The anti-corruption initiatives cover a wide range of measures but not all of them concern organizational reform directly, for instance, the regulation of organization inputs and outputs, staff rotation, inter-organizational relationship, awareness programmes, disclosure of policies and raising of salaries. (Rose-Ackerman and Truex, 2012). Where the anti-corruption directly refer to intra-organizational design, it usually rests on two pillars: first, creating external and independent auditing bodies like anti-corruption agencies and ideally furnishing those agencies with a legal mandate regularly monitoring the internal procedures in bureaucracies and punish wrong doers severely as possible (Rose-Ackerman and Truex, 2012). The scholars stated that the second pillar is what they call program redesigned to reduce corrupt practices. In line with Klitgaard (1958) above mentioned formula, this aspect of anti-corruption is directly targeted at organizational design of public sectors and basically means reducing this discretion and monopoly of bureaucratic decision-making and stating rules for public officials as clearly as possible. Thus, organizational transparency has to be linked with the steady and independent monitoring by the anti-corruption agencies to ensure everyday compliance with regulations. And for it to be effective the anti-corruption agencies that act as watchdogs need absolutely clear signal for them to know when to bark for ineffective and inefficiency in public performance and punish those offenders.

In societies in which the level of corruption is moderate, it may be advisable to attempt reforms that assume a modicum of governance capacity. Such reforms include trying to make civil servant more accountable for results, bringing government decision-making closer to people through decentralization, simplifying administrative procedures and reducing discretion for simple government tasks, such as the distribution of licenses and permits. Media awareness campaign and workshops on corruption targeted at government officials, parliamentarians and journalists have almost universally failed. The outcome would be expected due to weak governance, where corruption is openly practiced, but neither the general public nor honest public officials feel empowered to take a stand against it and even fear of being victimized. In contrast, awareness campaign would be expected to have a positive impact where governance is fair or good and the incidence of corruption is low.

Successive administration in Nigeria have designed measures and initiatives at combating corruption ranging from the criminal code (section 98-115), Penal code, 1976 corrupt practices decree by Shagari’s Ethical Revolution to combat corruption through introduction of code of conduct for public servant as well as Buhari/Idiagbon’s war against indiscipline, Babangida’s ethical and social mobilization crusade and the creation of special fraud unit of Nigeria public force. There are also legislative acts and functional scheme supposedly designed to fight graft such as the Banks and other financial institutions Act (1991), the financial malpractices in Bank Act (1994), the Advanced Fee Fraud and other Related Offences Act (1995), the Independent Corrupt Practices and other Related Offences (ICPC) Act (2000), the Economic and Financial Crime Commission (EFCC) Act (2002) and

The Budget Monitoring and Price Intelligence Unit (BMPIU), otherwise known as “due process mechanism”.

Despite the above gestures, they have not been able to effectively address the corrupt dilemma even as the nation is perceived as a crippled giant, a veritable modern wasteland, a country where corruption is extolled as national culture (Ojukwu and Shopeju, 2010). Anti-corruption has not caught much attention on the level of its actual organizational effects,

mainly because it seems to be yet another means of changing visions of governance, generally associated with trends like audit society (Power, 1997). Many scholars suggested that it is very easier to create an anti-corruption agency than to maintain it political independent and keep it from becoming a toothless token institution without actual power to implement its noble legislation (Bastory, 2012, Lawson, 2009, Wolf, 2010). The anti-corruption initiatives created to target organizational change are more of a normatively legitimized talk than actual action and more often than not, a globally called for fashion in organizational window-dressing (Reisman, 1979).

However, anti-corruption agencies have been successful in some countries such as Australia, Chile, China, New South Wales and Singapore. (Kligaard 1997, Segal, 1999). But Developing countries have not seen such agencies as effective anti-corruption tools in countries where there is pandemic corruption (Kanfmann, 1997, Shahad Schacter, 2004).

Public opinion surveys, have served as a useful tool in articulating citizens concerns (examples are the scorecard used in Bangalore, India and the corrupt meter used by an Argentine NGO). Media independence, freedom of the press is negatively correlated with the level of corruption (Brunetti and Weder 1995). Judicial independence, reduces corruptions, according to Gurgur (1999) and Shah (2004). Also Gurgur and Shah (2004), opined that citizens participation leads to reduced corruption

Effectiveness:

The term effectiveness is taken to mean the ability to bring about the result intended (Advanced Learners Dictionary). According to Duru (2005), effectiveness implies making a striking impression, about a set target of a programme, project or policy. Effectiveness is common concepts associated with organizational endeavours. (Okpo and Onwubulko 2006: 14). Ikelegbe (1994:5) asserts that effectiveness refers to the degree to which an organization can achieve high output with minimum input. It is a measure of how well a programme was conducted regardless of the outcome it produces.

Okpo and Onwubulko (2006: 114) stated that effectiveness is often times regarded as a non-measurable proposition for the fact that in government and public service, the emphasis is on goal attainment or realization of policy, programmes or organizational goals and objectives. Generally, an organization is effective depending on whether stated intentions, plan or project output and objectives are realized or not. On the other hand, it is assumed that information disclosure and opening professional practice help to increase trust and legitimacy of public organization (Albu and Flyverbom, 2013:9). Transparency, accountability and compliance are measures that increase the effectiveness and efficiency in the organization. Here it is assumed that if people are being monitored, it will enhance organizational effectiveness and stop goldbricking corruption and embezzlement in the organization.

Public Service and bribery

Public service mean the collectivity of specialized government, institutions or agencies established by law, financed by public money and staffed by professionals and career bureaucrats for the purpose to execute public policies. For Ezeani (2006:8), public service refers to the totality of services that are organized under public government authority. It is a body or department in the executive arm of government with the responsibility to assisting in the planning and implementation of government policies. It comprises ministers, agencies, parastatal and corporation, since it's an institution established to deliver essential services to the people, it is nonprofit-oriented. According to Lewis and Carton (1996) cited in (Peter 2016:18) public service is the trust. Therefore, the citizens expected public servants to serve the public interest with fairness and to manage public resources properly daily.

Performance:

Performance is a consequence of an action. In the context of public service according to Prasetya and Kata (2011:15), performance is the attained result of skilled workers in some specific situation. This implies that, it is an act, process or art of performing an official duty. It can also be described as how well or badly a person does a particular job or activity. It is an action that involves a lot of effort aimed at achieving a purpose. That is, the activities of a public servant most especially in terms of efficiency produce the quality of goods and services. Performance management contains actions which ensure that objectives of an institution or organization are continually being met in an effective and efficient way, also focuses on the functionality of a company, division, worker or even procedure to build an item of assistance as well as many other places, (Odule et al, 2005: 178-185). For some scholars, accountability and performance improvement are instrumental to each other, which means that one variable can enhanced the other (Dubnickm 2005:390).

The absence of accountability culture and strong anti-corruption agencies to enforce laws and rules has significance influence on public sector performance (Osakwe, 2011:17). This creates an opportunity for public officials to embezzle funds without fear of repercussion or punishment.

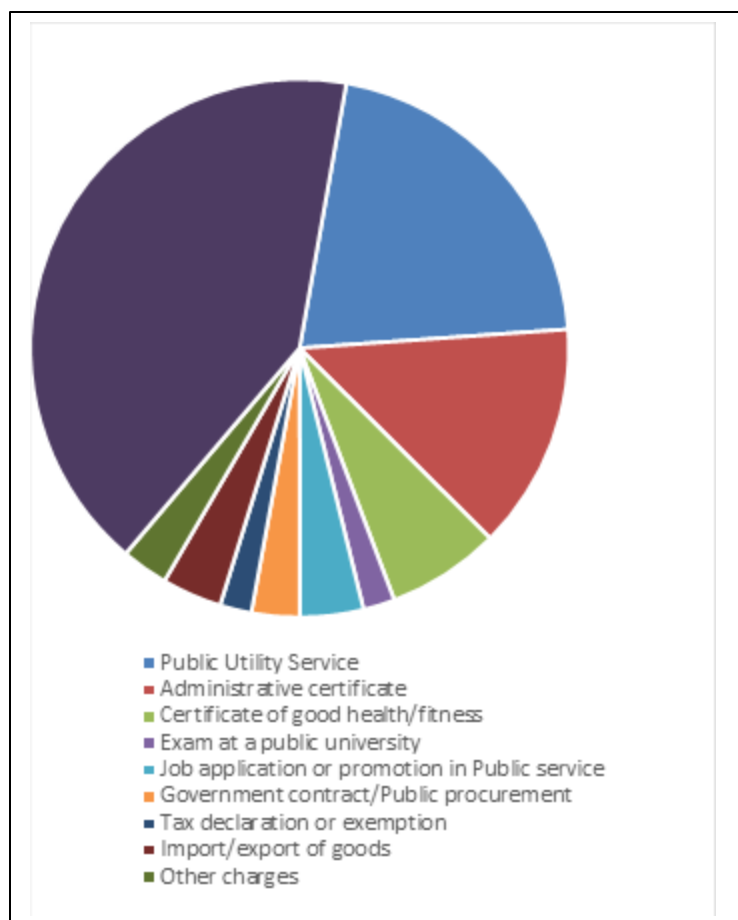
Performance management in an organization involves many processes which are, managing, measuring and planning for a future improvement (Sales 2013: 13-15). Managing involves organizing, creating and implementing effective performance standards for the organization, measuring deals with assessment i.e the gap of performance between the organizational standards and employee standards, while planning for the future improvement deals with corrective action and effective feedback for the employee (Seldon, et al 2011: 251-254). Effective performance management is the major factors that determine organizational success (Mayer et al, 2013: 85-88).

According to Desller (2011), performance evaluation refers to a discrete, formal, organizationally sanctioned incidence; which usually occurs once or twice a year depending on the institute guideline, which is based on noticeably stated performance dimensions that guide the evaluation procedure. It is also a process of assessing individual job performance in an organization. However, the purpose of doing the evaluation is to achieve organizational goals and objectives in an efficiently and effectively manner. It also helps the staff of the organization in terms of incentives, benefits, recognition, feedback, career enhancement and personal development (Lawler, et al 2005: 20-25).

In this regard, most organizations use different methods and several aims for performance evaluation, some often employ a formal or informal assessment system that measures employee performance and contribution, which consistently result in some confusion as to the objective of performance method. (Brown, e tal 2005: 659-663).

When Nigerians paid bribes for a specific service, the most frequently mentioned services for which bribes were paid (20.1%) were related to the provision of public utility services (electricity, water, sanitation), 13.6% were directly related to receiving administrative documents, certificate, license or permits. 6.8% certificate of good health and fitness. 1.9% were bribes paid relatively which include exam at a public university, marks or admission at a public school, 3.8% deal with the job application or promotion in public service, 3.8% were bribes for a government contract and public procurement, 2.9% tax declaration or exemption, 1.9% were bribes paid for import and export of goods, 2.8% were other charges for services rendered to the people, and other charges, no specific service, 41.6% were bribe paid, the payment was associated with no specific service for instance, when stopped by the police (NBS, 2017).

The chart below presents these percentage i.e on the distribution of bride paid to public



- Public Utility Service 21.1%
- Administrative certificate, document, licence or permit 13.6%
- Certificate of good health/fitness 6.8%
- Exam at a public university, marks or admission at a public school 1.9%
- Job application or promotion in Public service 3.8%
- Government contract/Public procurement 2.9%
- Tax declaration or exemption 1.9%
- Import/export of goods 3.6%
- Other charges 2.8%
- No specific charges 41.6%

Source: NBS, 2017

Theoretical framework

The Principal-Agent theory was propounded by Stephen Ross and Baray Mitnick in the year 1970. The basic assumptions of this theory is that certain organizational relationships as a tension between the principal who demands a service and the agent who provides the service delivery. The problem is how the workers can manage the self-interest of those government officials who empowered them to act on their behalf so that it will be aligned with the organizational goals. The workers who have been employed to provide a good service will tend to use their superior knowledge to change the benefits in their own direction, this point to the failure and inadequacies of public sector performance overtime and the problems lying squarely on corrupt practices. Another strongly held position is that, there are tensions between accountability and performance due to incapability of public sector effectiveness.

According to Hague (1996), public administration itself is susceptible to corruption, since public officials exercise a substantial amount of power in organization. There are possibilities for them acquiring improper benefits by bending rules in favour of certain groups of people in the organization. The problem of effective public service performance in organization is caused by corrupt practices that have engulfed the Nation Nigeria.

Anti-corruption is curtailed corruption by establishing rules driven government that can be very strong to control the internal power and leaves little room for discretion by public officials. In principal-agent theory, it is conceded that transparency, accountability and compliance create cost in terms of time and financial resources and that anti-corruption programme is effective only if its cost do not exceed the costs caused by corrupt behavior itself (Elster, 1989: 268).

Rose -Ackerman and Truex (2012: 22) stated that limiting discretion to fighting corruption might produce cost, but, they do not think about its cost for the organizations, instead, the cost are the loss in discretion that might have been used for beneficial purposes to sort out the most deserving beneficiaries or to punish only the most harmful behavior (Ibid: 23). Klitgaard (1988), emphasize on the unrestrained monopoly power and discretionary authority of government officials as corruption equals monopoly plus discretion minus accountability. This was accepted in public policy circles and it served as a basic foundation to combat administrative and bureaucratic corrupt practices in the organization. In this case the governments officials represented by legislators or elected public officials are not meant to manipulate policies in favour of particular interest groups in exchange for side payments.

Due to corrupt practices the government officials found themselves being re-elected back again in the office in order to continue from where they stopped. They are afraid of being caught, punished and losing an election with a bad reputation. The issue is too much money they spent during election and the money being given by their godfathers. The anti-corruption campaign should look into the matter and stop its existence. Anti-corruption should check and monitor the electoral bodies, for these would ginger transparency and accountability.

Shleifer and Vishny (1993), use industrial organization to analyze corruption in the organization. They stated that decentralization in organization increase corruption. The bureaucrat and agencies act as monopolist selling complementary government produced goods that are legally required for private sector activity. When bureaucracies act as independent monopolies, they ignore the effect of higher prices on the overall demand for a good and hence drive up the cumulative bribe burden.

According to Waller, Verdier and Gardner (2002), decentralized corruption refers to a system where higher level officials collect a fixed amount of bribe income from each bureaucrat who takes bribes, without mandating the bribe size the bureaucrat's charges. On the other hand, in a centralized system, the bribe size is determined by the higher level of government, who collects the bribe from bureaucrat and redistributes them after keeping a share.

Waller et al., (2002) above further stated that the decentralized corruption leads to lower levels of total corruption in the economy, higher levels of bribes per entrepreneur and a smaller formal sector than that of a centralized corruption. Premchand (1999:9) stated that:

Accountability is the measure and the means to end corruption in public service. The capacity to achieve full accountability has been and continues to be inadequate, partly because of the design of accountability itself and partly because of the widening range of objectives and associated expectation attached to accountability. He further argues that, if accountability is to be achieved in full, including its constructive aspects, then it must be designed with care. The objective of accountability should go beyond the naming and shaming of officials or the pursuit of sleaze to a search for durable improvement in economics management to reduce the incidence of institutional recidivism. The future of accountability consists of covering the micro aspects of economic and financial sustainability, as well as the micro

aspect of service delivery. It should envisage a three-tier structure of accountability, including that of official both political and regular civil employees, that of intra-governmental relationship and that between government and their respective legislatures.

In other to ensure effective anti-corruption running and public service performance in Nigeria, adequate structures need to be put in place, organization and processes need to be developed to guide the operators of the structure and ensure strict compliance with them. There is need to reform the anti-corruption agencies in Nigeria. The enforcement agencies need to be equipped to enforce laws and be given the authority to persecute anybody regardless of his or her position in the organization. The agencies should be accountable to the public while an independent agency that can audit them to ascertain that they are doing proper investigation and conducting themselves as they are being created.

Findings of the study

As the foregoing analysis has demonstrated, the study revealed the following findings.

- i.** That corruption is indeed a frightening problem in Nigeria. It pervades every segment of a life. It undermines the goals of development.
- ii.** Corruption accounts for the abasement performance of most government policies and subsequent collapse of such performance as having seen in the discussion in this study.
- iii.** That push funds are often arbitrarily handled, used for the private purpose by top government functionaries over time. This act of criminality accounts for poor and non-implementation of key government policies and a project like non-budget implementation etc.
- iv.** That socio-economic condition have gone bad leading to instability in government and retard the action of productivity, economic growth and sustainable development of the country.

These findings justified view of Yaboyaju (2005:78), that any act perpetrated by political class, civilian or military or highly placed public official aimed at changing the moral or lawful course of events, especially when the perpetrator uses such a position of authority for the purpose of personal or group interest such as acquiring wealth, status or power, at the expense of public interest. Also, the view of Dike (2015) cited in Eminue (2015:32), where the situated corruption at the highest level of political authority in Nigeria, thus, corruption occurs when the politicians and other important state decision-makers whose duties are to formulate and implement policies on behalf of the electorate are themselves corrupt. In this sense, corruption could be said to have taken place when public policies formulation and legislation are tailored to benefit political office holders at the detriment of the masses.

Conclusion

This study x-rays anticorruption and effective public service performance in Nigeria. The authors observed that corruption will thrive the face of poverty, adversity and hardship. It is therefore incumbent on the government to create an enabling environment for the improvement of social welfare system through the payment mechanism for appropriate wages for the public servants and general improvement in the conditions of the people. Corruption is not about officials requesting enumeration for the work they have already collected salary to do. It is really about frustrating the regulatory principles of economic policies or contractual obligations so that they would derive benefits in the long-run to the detriment of the economy.

The result of this is that citizens are now alienated from the public office-holders. This has affected the economic policies and effective service performance of the country.

Recommendations

Following the discoveries and findings highlighted in this discourse, the study recommended as follows:

- i. Genuine War against Corruption. There should be value re-orientation for the family to national level. There must be no bail for those charged with corruption, no appeal to high courts during the trial life imprisonment with forfeiture of all assets stolen. The onus should be on the accused to prove how he or she acquired the assets legitimately.
- ii. There should be an attitudinal change and promotional reward system to corrupt free officials to encourage staff in the public service and government officials as a way of promoting public oriented services in Nigeria.
- iii. Public service rules and regulations should be backed by political will and preparedness of the government to impose total adherence to rules and regulations to promote good public service performance.
- iv. There should be visionary leadership to ensure effectiveness and integrity, all of which are vital to actualizing good public service system devoid of corruption.
- v. The government should revolutionize the ideological gaps and weaknesses of the people and to raise our leaders' consciousness on the structural imbalances in resources allocations and distribution among three tiers of governments, communities and individual citizens.
- vi. The government must promote and enhance transparency and accountability with the management of common wealth for good governance through improving the standard of living and value re-orientation.

References

- Achebe, C. (1983). *The Trouble with Nigeria*. Enugu, Fourth Dimension.
- Aderounmu, J. A. (2011). Civil society and anti-corruption crusade in Nigeria. Fourth republic. *Journal of Sustainable Development in Africa*, 13(1), 75-86.
- Albu, O. B. and Flyerbom, M. (2013). 'Categories and Dimensions of Organizational Transparency; a Paper presented at the 3rd Global Conference on Transparency Research, Paris, October 24-26.
- Auty, R. (1990). *Resource Abundance and Economic Development*. Oxford University Press, Oxford.
- Auty, R. M. (2001). *Resource-based Industrialization: Sowing the Oil in Eight Developing Countries*. Clarendo, Oxford.
- Batony, A. (2012). Why do Anti-corruption Laws fails in Central Eastern Europe? A target compliance Perspective; *Regulation and Governance*. 6 (1): 66-82.
- Bravo-Ortega, C., and De Gregorio, J. (2007). The Relative Richness of the Poor? National Resources, Human Capital and Economic Growth, in Lederman, D., Mahoney, W. (Eds), *Resources*.
- Brown, M. et al (2005). Performance Appraisal Systems: Determinants and Change. *British Journal of Industrial Relations* 43(4), 659-697.
- Brunette, A. and Beatrice, W. (1998). "A Free Press is bad News for Corruption". Discussion Paper 9809, wirtschaftswissenschaftliches. Zentrum der Universitat Basel.
- Dessler, G. (2011). *Human Resource Management Twelfth Edition*. New Jersey: Pearson Education Inc. pp. 323-324.
- Dike, F. (2015). *Corruption in Nigeria- Market Perspective in Africa: A New Paradigm for Effective Control*.

- Dubrick, M. J. & Frederickson, G. H. (2011). *Public accountability: Performance measurement, the extended state, and the search for trust*. Washington DC: The Kettering Foundation.
- Duru, E. J. C. (2005). "Glossary of Concepts". In Duru, E.J.C., Ikejiani-Clark, M and Mbat, D. O. (ed) (2005)- *Contemporary Issues in Public Administration*. Onitsha: Mojo/Cymart Ventures.
- Elster, J. (1989) *Cement of Society*. Cambridge Uk: Cambridge University Press.
- Eminue, O. E. (2015). Corruption and Governance. *Journal of Economic Surveys*, 15(1), 71-121.
- Eminue, O. E. (2015). *Public policy analysis and decision making*. Lagos concept publication limited.
- Ezeni, E. O. (2006). *Fundamentals of Public Administration*. Enugu: Snaap Press Limited.
- Fosu, A. (2007). Primary Exports and Economic Growth in Developing Counties. *World Economy*.(4): 495-475.
- Gurgur, Tugrul, and Anwarshah (1999). *The Causes of Corruption*. Background Paper for Study on Anti-Corruption and Governance, World Bank, Operations Evaluation Department. Washington DC.
- Gyfason, T. (2001). National Resources and Economic Growth. What is the Connection? CESIFO Working Paper No. 50.
- Hartford, T., Klein, M. (2005). *Aid and the Resource curse*. The World Bank Group, Private sector Development Presidency Note No. 29 (Washington DC. World Bank).
- Hirschman, A. (1988). *The Strategy of Economic Development*. Yale University Press, New Haven.
- Humphreys, M. and Sachs, J. Stiglitz, J. (2007). *Escaping the Resources Curse*. New York, Columbia University Press.
- Ikelegbe, A. O. (1994). *Public Policy-making and Analysis*. Benin. Publishing Limited.
- Kayfmann, Daniel and Jeffrey Sachs (1998). *Determinants of Corruption*. Cambridge, MA: Harvard University Press.
- Khtgaard, R. E. (1988). *Controlling Corruption*. Berkeley-University of California Press.
- Klitgaard, R. (1988) *Controlling Corruption*. Berkley University of California Press.
- Lawler, E. E. et al (1984). Performance Appraisal Revisited. *Organizational Dynamics*. 13(1) pp. 20-25.
- Leopold, J. et al (2008). *The Strategic Managing of Human Resources*. England: Pearson Education Limited. Pp. 178-185.
- Lewis, C. W. and Caron, B. L. (1996). *Professional Standards and Ethics*, Perry J. L. (ed) *Handbook of Public Administration*.
- Mayer, R. C. et al (2013). The Effect of the Performance Appraisal System on Trust for Management. A field Quasi Experiment *Journal of Applied Psychology* 84 (1): pp. 123-125.
- Morris (1991). *Effects of Corruption and Economic Reforms on Economic Growth and Development Lessons, from Nigeria*. Being a Paper Presented and Submitted for 1991 African Economic Conference.
- National Bureau of Statistics (2017). *Corruption in Nigeria, Bribery, Public Experience and Response*. United Nations Office on Drugs and Crimes (UNODC).
- Odufile, L. (2017). *Corruption, Governance and Ailing Health Sector*. The Nation 12 (4082) 20.
- Ojukwn, C. C. and Shopefu, J. O. (2010) "Elite Corruption and the Culture of Primitive Accumulation in 21st Century Nigeria". In *international Journal of Peace and Development Studies* 1(2) (November), 15-24.

- Okpo, U. O. and Onwubiko, O. (2006). Enhancing Efficiency and Effectiveness in the Nigerian Public Service. *An overview in Nigeria Public Administration Review*, 1(1): 9-17.
- Osakwe, E. (2011). Democracy and the crisis of accountability in the public service in Nigeria. *Arts and Social Sciences Journals*, 26:1-5.
- Peter, A. O. (2016). Ethics, Corruption and Performance in Developing Economics Pushed Service *International Journal of Research in Management Service and Technology*, 4(2): 55-92.
- Power, M. (1997). *The Audit Society: Rituals of Verification*. Oxford, UK: Oxford University Press.
- Power, M. (2003). 'Auditing and the Production of Legitimacy; Accounting. Organizations and Society. 28 (4): 379-394.
- Prasatya, and Kata, M. (2011). *The Effect of Financial and Non-financial Compensation to the Employee Performance*. Paper Presented at the 2nd International Research Symposium in Service Management.
- Premchand, A. (1999). "Public Financial Accountability: getting the Basic Right", in Schviavo-Campo, S. (ed) *Governance, Corruption and Public Financial Manadement*". Asian Development Bank, Manila, Philipines. www.adb.org
- Reisman, W. M. (1979). *Folded Lies: Bribery, Crusades, and Reforms*. New York, NY: Free Press.
- Rose-Ackerman, S and Truex, R. (2012) "Corruption and Policy Reform; Working paper prepared for the Copenhagen Consensus Project, February 17th. Retrieved from <http://ssrn.com/abstract=2007152>).
- Ross, M. L. (2004). Does oil Hinder Democracy? *World Politics*, 53(3): 325-361.
- Sachs, G. (2019). Corruption Remains Nigeria's Long Term Challenge. *The Daily Independent Newspaper*. Wednesday, 29 May 2019.
- Sachs, J. D. and A. M. Warner (1995). National Resources. *European Economic Review* 45(4): 827-38.
- Sales, X. (2013). Employee's Perception about the Effectiveness of Performance Appraisals. The case of Pakistan. *Siu Journal of Management* 1(1): pp. 58-59.
- Seldom, S. et al (2011). Performance Management and Appraisal in Human Service Organization: Management and Staff Perspective. *Pushie Personnel Management* 40 (3): 281-254.
- Shleifer, A and Vishery, R. (1993) 'Corruption. *The Quarterly Journal of Economics*, 108 (3); 599-617.
- Transparency- Informational (2015). Corruption Perception Index. Retrieved from www.transparency.org, 11/11/2020, 16:45pm
- U-4 Anti-corruption Resource Centre (2009). Measuring International Trends in Corruption. Retrieved from [http://www.U4.no/heepdesk/query.\(fm\),d199](http://www.U4.no/heepdesk/query.(fm),d199) (accessed 20 Oct, 2020)
- Waller, C. J., Thierry, A. V., and Roy G. (2002). "Corruption; Top-down or Bottom-up" *Economic Inquiry*. 40 (4): 688-703.