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Preamble

Every book on management extols the virtues of management skills and techniques, every lecturer at every conference recognises that the greater use of these techniques could, almost overnight, improve the efficiency of every organisation by leaps and bounds.

Management technique is a recognised method of analysing or solving a recognised type of management problem in a detailed systematic way. Every society recognises how managers face countless problems every day but many of them, on closer inspection, are found to be just variation on few themes-themes that managers all over the world would recognise as being typical management problems. Also societies recognise that there are about a hundred techniques and that managers all over the world might recognise each one as being a particular, unique, step-by-step way of tackling management problems.

This journal is therefore designed to help managers identify the appropriate skill and technique for any given type of problem that might confront him in his Business or Organisation.

Just as a manager is responsible for running his section efficiently, so is the chairman responsible for the efficiency of his company. It is largely in his hands whether the conditions in the company are favorable to the effective use of these techniques, or whether the enthusiasm of the new generation of managers is allowed to wither away. If conditions are favorable, individual managers will be encouraged to introduce these skills and techniques, but their individual efforts can be greatly magnified if the company appoints one man to encourage the use of these techniques and even further strengthen them if he develops a systematic programme for introducing them.

Properly chosen and systematically introduced, correctly used in a receptive atmosphere, these techniques can substantially improve the efficiency of every organisation.

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Corruption, Good Governance and Economic Development in Nigeria: Theoretical Issues

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Abstract

This paper examines theoretical issues on corruption, good governance and economic development in Nigeria. The paper reviewed on a qualitative methodology works of renowned researchers, writers and authors on the subject matter in order to identify areas of convergence and divergence of views. Corruption has been a major cog in the wheel of progress of the country over the years and has undermined the growth of the country. This paper articulated the various types of corruption in Nigeria and also examines a theoretical framework to back up the study. The study recommends that there should be change of altitude, values and perception of the people towards holding public offices. These offices are meant for service delivery and not an avenue to mismanagement and looting of the treasury.

Introduction

Nigeria is a typical country in Africa that is regarded as a giant but being undermined with social and economic crises, despite all social and economic

policies that had been implemented by successive administrations, Nigeria has remained laggard in social, economic and political instability, abject poverty, unemployment, high crime rate and with recent increase in the level of insecurity couple with the advent of Boko Haram insurgency. Thus, some of the major explanations for the failure of all development programmes in Nigeria have been the problem of good governance and corruption which serves as hindrance to the growth of the nation.

The global corruption watchdog, Transparency International (2012) ranked Nigeria as the 35th most corrupt nation in the world. The Corruption Index Perception (2012) revealed that Nigeria scored 27 out of a maximum 100 ranks to clinch the 139th position out of the 176 countries surveyed for the report (The Punch, 2012). Nigeria, sharing the position with Azerbaijan, Kenya, Nepal and Pakistan, is said to have remained entrenched in corruption without making much progress to fight the menace.

According to Keeper (2010), the prevalence of these activities in various aspects of our lives has a tremendous adverse effect on the quality of life of this country, our living standards and national psyche. Corruption brings a nation no good. The resources meant for water supply, roads, education, health and other basic and social services that are captured and stolen by a handful of Nigerians through corrupt acts stultify economic and social development hence creeping poverty all over the place.

Corruption is a product of bad governance. But many a time people believe there is casual relationship between the two. Bad governance could lead to corruption as well as corruption leading to bad governance. This could even be the forms of study to fast the granger causality. There has been increase in the GDP over the years but this does not reflect in the increase in per-capital income of the citizens. While this could be partly attributable to increase in population growth rate, the issue of good governance and high level of corruption has been a major cog in the wheel of progress of the country over the years.

Bribery, diversion of public funds, rent seeking behaviour, graft, cronyism, tax evasion, "selling" justice for money, sale or leakage of examination papers, lecturers extorting students, "sorting", policemen converting security checkpoints to collection/extortion points, immigration officials collecting

money to issue passports, aiding and abetting importers to under-declare goods, over invoicing, favoritism in contracting processes – these are all examples of corruption, and many more other examples abound. Corruption usually requires a giving hand and a taking hand, the asker and the receiver. The giver and the taker are equally guilty since both parties seek to gain from the illegal exchange (Ihebuzor, 2012).

The importance of infrastructure for economic growth and development cannot be overemphasized. The poor state of electricity, transport and communications is a major handicap for doing business in Nigeria. Hence, in order to have a coherent understanding of the subject matters, this paper takes a look at theoretical issues of corruption, governance and economic development in Nigeria.

Conceptual Framework

Corruption

Corruption is a multidimensional concept that has legal, social, political, economic and ethical connotations. It comes in various forms and dimension. It is improper use of power and influence, deliberately and consciously for personal aggrandizement or group advantage (Ogundiya, 2004). In this sense, corruption connotes that abuse of public roles or resources, or the use of illegitimate forms of political power and influence, by public or private parties. Conceived in this manner, corruption is extricably tied (but not limited) to politics. As defined from Harold Lasswell tradition of “who gets what, when and how” and perhaps how much. The struggle over resources otherwise known as the “national cake” in the Nigerian society has taken a debilitating dimension permitting all forms of corruption.

According to Obayelu (2007), it is very easy to talk about corruption, but like many other complex phenomenal, it is difficult to define corruption in concise and concrete terms. Corruption in its popular conception is defined as the exploitation of public position, resources and power for private gain (Nye, 1967; Dobel, 1978; Amuwo, 2005; Obayelu, 2007; FjeldD'tad and Isaken, 2008; Ogundiya, 2009). For instance, Dobel (1978) define corruption as “the betrayal of public trust for individual or group gain”. In a similar vein,

Obayelu (2007) identifies corruption as “efforts to secure wealth or power through illegal means for private gain at public expense, or a misuse of public power for private benefit”. It is important to note that corruption is neither system specific nor culture bound. It is ubiquitous. Therefore, corruption as a phenomenon, is a global problem, and exists in various degrees in different countries (Agbu, 2003), Akindele (2005) opined that corruption have ranged from its typification as using of public or official positions in ways that forsake public interests; deviant behaviours that encourage private gains at public expense; maladjusted behaviours that flagrantly violate the acceptable and legitimized norms of societal expectations; to its conceptualisation as spoiled, unethically polluted, and, rotten behaviours that diverge from the formal and expected role which the society demands of everybody.

Corruption, as noted by Muhammed et al., (2008) covers a wide range of social misconduct. This ranges from massive fraud, extortion, embezzlement, bribery, nepotism, influence peddling, rigging of elections, abuse of public property, the leaking of official government secret, sale of expired and defective goods like drugs, food, electronic and spare parts to the public, etc. It is all these corrupt ingredients that lead to the perversion of developmental processes. Those that have been privileged to be in positions that enable them to control resources meant for the national development often exacerbate this situation through lack of proper accountability.

Governance

Governance can be defined as the process that is employed to achieve the noble end of the state. Thus, governance simply implies that art of governing a people within a given territory or a state. It consists of two essential elements of the state, namely the structure of the state and the procedures of legislature, judicial and those of the executive and administrative bodies at all tiers of government (Ogundiya, 2010). In one word, governance remains a state in action.

Hirst and Thompson (1996) define governance as “the control of an activity by some means such that a range of desired outcomes is attained”. Thus, governance in a political sense is a more complex activity. Secondly,

political governance is service oriented. Governance is better conceived from Lasswel (Keeper, 2010) traditional definition of political in nature.

Although governance is related to politics, it is conceptually different. However, a human phenomenon, governance is exercised within a given social cultural context and belongs to a broader department of politics. While politics is the authoritative allocation of values or who gets what, when and how, governance is the process and mechanisms of allocating the values without jeopardising the principle of equity, justice and fairness. Therefore, it is through the practical application of the authority and the processes of governance that the powers of state acquire meaning and substance.

In this regard, the World Bank (2000) as contained in Odunuga (2003) view governance as "the manner in which power is exercised in the management of a country's economic and social resource for development. The bank further identified the following three key aspects of governance: the form of a political regime; the process by which authority is exercised in the management of a country's social and economic resources and the capacity of governance to design formulate and implement policies and discharge functions.

The United Nations Development Programme (UNDP, 1999) sees governance and government as being synonymous. Accordingly, it defines governance as a complex mechanisms, process, relationships and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. It is important to note that government and governance are interconnected. Government, as an art of governance, which include sovereignty, power, authority and legitimacy (Ekei, 2003). All these elements or attributes are the instruments of effective governance in the sense that they provide the necessary anchor and legal/moral justifications to the government.

Ogundiya (2010) concluded that governance is the process of allocating resources, through the instrumentalities of the states, for the attainment of public good. Thus, governance includes institutional and structural arrangements, decision making processes, policy formulation and implementation capacity, development of personnel information flows and the nature and style of leadership with a political system. Hence, governance

is largely about problem identification and solving. It is also about social, economic and political dimensions (World Bank Institute, 2003). By governance, therefore, we mean the manner in which power is exercised by governments in the management and distribution of a country's social and economic resources.

Development

According to Linhanlahimi and Ikeanyi (2009), development was conceptualised from two broad perspectives: economic and holistic. The economic perspective was the traditional or earlier conception which expressed concerns for issues of poverty, unemployment, and inequality that must be reduced to usher in development to any area or country. If these declines in a society, the earlier version instituted, then there is development (Seer, 1969). The other, newer perspective in the conceptualisation of development was blazed by writers like Todaro and Smith (2003). They opined that development is a multidimensional process involving major changes in social structures, popular attitudes and national institutions, as well as the acceleration of economic growth, the reduction of inequality and the eradication of absolute poverty.

Development, in its essence, must represent the whole gamut of change by which an entire social system, turned to the diverse basic needs and desires of individuals and social groups within that system, moves away from condition of life widely perceived as unsatisfactory toward a situation or condition of life regarded as materially and spiritually better.

Keeper (2010) was of the view that sustainable development in human society is not a one sided process rather multi-sided issues; individuals perceive development as increase in the skill and ability, it is viewed as maximum freedom, the ability to create responsibility.

Seers, (1969), states that sustainable development involves capital accumulation and economic growth only but the condition in which people in a country have adequate food, job and income inequality among them is greatly reduced. It is the process of bringing fundamental and sustainable changes in the society. It encompasses growth and embraces

the quality of life as social justice, equality of opportunity for all citizens, equitable distribution of income and the democratisation of development processes.

Theoretical Framework

In works of Muhammed, Ayinla and Adeoye (2008); A number of competing theories can be drawn to explain the reasons for corruption. Thus the following competing theories will be discussed in an attempt to explain the phenomenon of corruption in social life; these include the idealistic, functional and the Marxist approaches.

The Idealistic Theory: This according to Nkom (1982) is based on the assumption that the ideas which people have done determine the way they live and the way their society is organised. The school of thought believes especially that corruption should be seen in terms of the nature of social and moral values prevailing in the society.

This theory therefore explains corruption in terms of some selfish ideas, which are prevalent in the value system of the society. This approach according to Metiboba(2002) is sometimes subdivided into the traditionalist and the modernist. To him, the traditionalist sees the adoption of Western social values and attitudes as the determining factor of corruption in Nigeria, and as a therapeutic measure; the traditionalist idealist advocates a return to the social values of the traditional society. On the other hand, the modernist idealists associate corruption with certain acts of traditional practices such as gift-giving, ethnic loyalty and other parochial tendencies which tend to encourage corrupt behavior and which may be overcome by modern rationalist values.

The 'Functionalist Approach: This sees corruption (deviant behavior) as emanating from the social structure of the society, which exerts a definite pressure upon certain individuals in the society to engage in non-conforming or conforming conduct. Merton (1957) has succinctly put this in another way when he asserted that a society in which there is an exceptionally strong emphasis upon specific goals without a corresponding institutional means or procedures, will inevitably lead to

what Durkheim called “anomie” or normlessness or deviation. Metiboba (2002) notes that each culture establishes goals and interests which the member of a society are encouraged and expected to pursue and prescribes the method to be followed in seeking these approved objectives. It is when these means fail to match the goal of the individual in question that the individual becomes socially disorganised.

As a matter of fact, the Nigerian society tends to over-emphasise individual goal attainment at the expense of the legitimate means of achieving these set goals. In Nigeria, material acquisition has virtually become the ultimate goal and the society does not appear to be concerned with how one “makes” it. All that is important is that one has “arrived”. The marked discrepancy between the goals and means in our society invariably leads to various forms of corruption such as embezzlement of public fund, offering and acceptance of bribe, electoral rigging, examination malpractice, drug abuse, etc (Agbonifo, 1985).

The Marxist Approach: Having rejected the idealist and functionalist approaches, the Marxist school of thought contends that rather than people’s consciousness determining their well-being, it is the way the society organises the production, distribution and exchange of goods and services that determines their material conditions. Some of the proponents of this approach are Nwala (1980) and Nkom (1982).

The Marxist approach is of the view that corruption essentially is an elite affair while criticising the idealistic approach as being too simplistic and illusory especially in its explanation of societal corruption. It also sees the functionalists as undermining the persistent class conflict and struggle that exist in virtually all capitalist societies (Metiboba, 2002). It is becoming wider spread in most enlightened circles today that corruption is a structural problem, which derives from and has its existence in the socio-economic organisation of society.

Types, Nature and Characteristics of Corruption

Some researchers have taken a holistic (broader) approach in the discussion of corruption by dividing it into many forms and sub-divisions.

These according to Taylor (2010) include; seeing corruption from various perspectives;

Political Corruption: It occurs when the politicians and political decision-makers, who are entitled to formulate, establish, and implement the laws in the name of the people, are themselves corrupt. It also takes place when policy formulation and legislation is tailored to benefit politicians and legislators (The Encyclopedia Americana, 1999).

Bureaucratic Corruption: This occurs in the Public Administration or the implementation end of politics. It is the kind of corruption the citizens encounter daily at places like the hospitals, schools, local licensing office, police, the various ministries etc. Bureaucratic corruption occurs when one obtains a business from public section through inappropriate procedure (NORAD; 2000 in Victor; 2008).

Electoral Corruption: This includes buying of votes with money, promises of office special favours, coercion, intimidation, and interference with freedom of election. Other forms of corruption may include;

Bribery: the payment (in money or kind) that is taken or given in a corrupt relationship. These include “kickbacks”, “gratuities”, “pay off”, “sweeteners”, “greasing palms scratching back” etc (Bayart et al; 1997).

Fraud: This involves some kind of trickery, swindle and deceit counterfeiting, racketing, smuggling and forgery (Ibid).

Embezzlement: This is seen as the theft of public resources by public officials. It is when an official of the state. Steals from the public institution in which he/she is employed.

Extortion: This is money and other resources extracted by the use of coercion, violence, or threats to use force. It is often seen as extraction from below.

Favoritism: This is mechanism of power abuse implying a highly biased distribution of state resources. However, many see this as a natural human proclivity to favour friends, family, and anybody close and trusted.

Nepotism: This is a special sort of favoritism in which a public office holder prefers his/her kinfolk and family members. Nepotism occurs when one is exempted from the application of certain laws or regulations or given undue preference in the allocation of scarce resources.

Causes of Corruption and Bad Governance in Nigeria

A number of factors have been identified as instrumental to enthrone corrupt practices and bad governance in Nigeria. The causes of corruption are Myriad; and have both political and cultural variables.

According to Obayelu (2007), these include briefly the nature of Nigeria's Political economy, the weak institutions of government, and a dysfunctional legal system. Absence of clear rules and codes of ethics leads to abuse of discretionary power make most Nigerian vulnerable to corrupt practices. The country also has a culture of affluent and ostentation living that expects much from "bigment", extended family pressure (Maduagwe, 1996), village/ethnic loyalties, and competitive ethnicity.

The country is also one of the very few countries in the world where a man's source of wealth is of no concern to his neighbors the public or the government. Once a man is able to dole out money, the Churches, the Mosques pray for him, he collects chieftaincy titles and hobnobs with those who govern. The message to those who have not made it is clear: just be rich, the ways and means are irrelevant (Ubeku, 1991).

Low Civil Service: Salaries and poor working conditions, with few incentives and rewards for efficient and effective performance are strong incentives for corruption in Nigeria. Other factors are: less effective government works with slow budget procedures, lack of transparency, inadequate strategic vision and weak monitoring mechanisms make Nigeria a fertile environment for corrupt practice.

The overall culture of governance has also played an important role. Most of Nigeria leaders and top bureaucrats are setting bad examples of self-enrichment or ambiguity over public ethics thereby promoting the lower level officials and members of the public into corrupt practices. Informal rules are found to supersede formal ones, thereby making stringent legal principles and procedures to lose their authority. Hence, bribery and corruption are taken by many Nigerians as norm even in the face of anti-corruption crusades intended to support clean governance (Obayelu, 2007).

Symptoms and Consequences of Bad Governance and Corruption on Economic Development in Nigeria

The consequences of unaccountable governance in Nigeria have been severe (Ogundiya, 2010). As documented by Human Rights Watch (HRW), human rights abuses remain pervasive in Nigeria (HRW, 2002; 2003; 2006). Injustices have become the permanent feature of the Nigeria's political system. Aristotle said that "no government can stand which is found upon justice". That would seem to imply that justice is the surest foundation on which to build good and successful governance (Etuk, 2003).

Corruption is an aspect of poor governance and is defined as the abuse of public office for private gain. In Nigeria, corruption has assumed eccentric and ludicrous proportions; What Gunnar Myrdal calls "folklore of corruption" (Amuwo, 2005). According to Watts (2007), in the works of Ogundiya (2010), a total of about \$380 billion have been reported stolen by former military and political leaders. This amount is equivalent to all the Western aid given to Africa in almost four decades and also equivalent to 300 years of British aid for the continent. It is also to be six times the American help given to Post-war Europe under the Marshall plan (Blair, 2005). Between 1970 and 2000, the number of Nigerians subsisting on less than one dollar a day grew from 36% to more than 70%, that is, from 19 million to a staggering 90 million people (Watts, 2007). Nigeria is a nation where corruption thrives. From 1999 to date, Nigeria consistently ranked as one of the most corrupt countries in the world (Transparency International, www.transparency.org).

All state youth empowerment programmes and other employment generating policies of successive administrations like Operation Feed the Nation (OFN), Green Revolution (GR), Directorate of Food, Roads and Rural Infrastructure (DFRRI), The Peoples Bank, Better Life for Rural Women (BLP), Family Support Programme (FSP), and other poverty reduction programmes from 1999 to date have failed to achieve their Founder's vision because of gross mismanagement and rampant corruption. Other symptoms and consequences of bad governance are: incessant religious crisis, persistent ethnic and sectional conflicts, separatist movements and gross social, economic and political instabilities and deepened legitimacy crisis.

The effects of corruption on a nation's economy are damaging (Ogundiya, 2010). Indeed a nation inundated with corruption cannot be viable economically neither can the system generate enough support/affection required for the survival of democratic system. This is the situation in Nigeria where corruption has become part and parcel of the entire system. Corruption has indeed robbed Nigerians the benefit of economic development because scarce available resources that would have been deployed to execute developmental projects have gone into private foreign accounts. For instance in 2006, the head of Nigeria's Economic and Financial Crimes Commission, NuhuRibadu, estimated that Nigeria lost some US\$380 billion to corruption between independence in 1960 and the end of military rule in 1999 (BBC, 2007).

In recent time, despite increase in government revenues, corruption and mismanagement remain a major cause of Nigeria's failure to make meaningful progress in improving the lot of ordinary Nigerians. These financial factors are closely entwined with the rampant political violence in Nigeria. Public revenues are not only stolen and misused, but often lead to economic down turn.

Corruption is a huge challenge in the public administration in Nigeria (Ogundiya, 2009). It is at the core of the crisis of governance and legitimacy, the establishment of a stable democratic order, rule of law, development and the welfare of citizens. Corruption is indeed the major explanation for the seemingly insolvable problem of poverty, diseases, hunger and general acute development tragedy in Nigeria it has also seriously impeded the growth and effective utilization of resources in Africa (Egbue, 2007).

Conclusions and Recommendations

From the discussions of the theoretical issues on the subject matter, corruption has been a major setback on the developmental process of the Nigerian economy. Corruption has generated unimaginable level of poverty. This has further destroyed good governance.

In Nigeria, corruption had led to decaying infrastructure, inadequate medical services, falling educational standards, mismanagement of foreign

aids and loans, bloated, imported bills and public expenditure, reduces production capacity. It also led to distortion of the economy through waste and misallocation of resources. Thus, the following are recommended to curb the menace of corruption, governance and economy development.

1. Issue of "immunity chaise" should be removed from the constitution in order for equity and due process in the trials of any who be public officer.
2. Strengthen the relevant agencies in the war against corruption. Staff of the agency must be framed, reframed and maturated towards combating the vice.
3. To promote good governance, sound anti-corruption policies devoid of rhetoric must be put in place. In addition, the legislature and the judicial arm must be functional and aluce to their responsibilities, since a healthy and sound judiciary and legislature are sine qua non for good governance.
4. There should be change of altitude, values and perception of the people towards holding public offices. These offices are meant for service delivery and not an avenue to mismanagement and looting of the treasury.

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