

Assessing the Effects of Perceived Corruption at DVLA on Administrative Performance

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ABSTRACT

Citizens expect the government to provide welfare and maintain the society's well-being, therefore public administration has grown increasingly essential in recent years. The need for competent public administration has been amplified in developing nations, particularly in Africa, in light of the various developmental problems. Public administrators are leaders. Leadership is not a new notion, but theorists, practitioners, politicians, and even wider society continue to study it because it is important and meaningful. Corrupt activities have the potential to put not only the state, but also the lives of millions of people who live there, in peril. When corruption becomes crucial for human growth, as it did during Nkrumah's presidency, it might be voluntary or coerced. Primary and secondary data sources were used in the research. The primary data sources were used to directly gather information about the subject matter from the respondents. Papers, journals, and reports were used as secondary data sources to add to the subject matter's expertise. Also, the research used both quantitative research and quantitative approach to gather relevant information as well as using the snowball sampling method to collect data. According to a research study, the following elements have been identified as causes of corruption: Money greed and desires, having to pay for services that one is not entitled to (bribery), stealing from resources meant for the common good (embezzlement), using one's position to favor relatives and friends (nepotism), and deceiving others in order to take advantage of them (i.e. fraud) are all conditions that contribute to corruption at the DVLA.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Citizens expect the government to provide welfare and maintain the society's well-being, therefore public administration has grown increasingly essential in recent years. The need for competent public administration has been amplified in developing nations, particularly in Africa, in light of the various developmental problems. Public administrators are leaders (Joensuu, and Niiranen, 2018). Leadership is not a new notion, but theorists, practitioners, politicians, and even wider society continue to study it because it is important and meaningful. Both an intellectual profession that examines and trains civil officials for the accomplishment of government policy and an academic discipline that studies and educates civil employees for this task, public administration is a science that combines and develops civil employees for this task. As a "field of research with a varied scope," its "primary purpose is to produce management and policies so that government can operate" (Aderibigbe, and Olla, 2014). The importance of leadership in the establishment of good state government, business, and community groups is indicated by the number of people who pay attention to it. Because it is considered as the key element in a nation's

trajectory, the role of features are available leadership becomes extremely important within the scope of the state management framework (Pujiastuti, and Darmadi, 2017). In all civilizations, the practice of illegally diverting public funds for private advantage exists to some extent. Successful economic change, significant kinship and ethnic ties, new institutions, and overlapping and even contradictory ideas on what constitutes decent public behavior all make significant contributions to corruption's prominence in underdeveloped countries. Corruption, according to Tanzi (1998), has existed in our civilizations for millennia and has been an issue that numerous political rulers have tried to remedy or bury. Some politicians run for office with the goal of fixing the economy and eradicating corruption. According to much of the data evaluated for Ghana, corruption has a negative, often dramatic consequences on administrative performance and economic and political development, such as eroding public trust, perverting institutional mechanisms and even goals, favoring the affluent and powerful few, and actively encouraging capital export or the use of subjective requirements in public decisions. The use of panels of investigation, ombudsmen to analyze citizen complaints, training and seminars, and the simplification of administrative and financial procedures are all examples of anti-corruption efforts. Their sustainability, however, will be contingent on the gradual establishment of a political and public atmosphere that favors neutrality, as well as the rationality of particular government acts. According to Ismanto (2012), the most serious issue confronting public institutions in almost all countries is the supremacy of bureaucratic psychopathy, which is self-serving, acknowledges the status quo, and is slow to change, tends to be centralised and with complete confidence, which is frequently used for its own sake, and corruption. As an interdisciplinary profession, the challenges of public administration influence practically all facet of organizational life, including economic, social, cultural, political, ethical, and moral issues. Corruption is one of the issues that these public officials or leaders face (Frederickson, 1993). Corruption has evolved in a variety of forms throughout history. Bribery, the most heinous kind of corruption, is becoming a hot problem in human society. Even before states were formed, corruption was identified in human concerns, primarily in business activities (Cetn, Turan, and Hamşiolu, 2017). Corruption developed in extent and extended into the power of public authorities after the foundation of the world's nations, influencing interactions between the government and the general populace. It has now become a major source of concern in the government's relationship structure (Caiden 2018). Governments have failed to prevent corruption in the current public administration system, and overseas societies would be unable to do more than advise a system that has little jurisdiction over them. The impacts of the surrounding community are to blame for this failure in the battle against corruption. While the magnitude and types of corruption are growing in the current globalized world, the problem is primarily addressed through ideological discourses, with “government downsizing” being offered as a remedy. Most governments, however, have failed to use this technique to combat corruption (Cetn, Turan, and Hamşiolu, 2017).

1.2 Problem statement

Corrupt activities have the potential to put not only the state, but also the lives of millions of people who live there, in peril (Chen, 2000.). When corruption becomes crucial for human growth, as it did during Nkrumah's presidency, it might be voluntary or coerced (Mohammed, 2017). Job markets are disrupted, investment is stifled, resources are misappropriated, and income distribution is altered as a result of corruption. Corruption does not harm everyone equally in society; instead, it disproportionately affects the poor. Public authorities are confronted with a lot of issues that require a great deal of attention. Historically, public administration has had an anti-corruption organisational structures, and measures under the supervision of the public administration are frequently centered

on promoting public personnel' professional standards. For many years, corruption has been an integral component of our economic success, which is why states with high levels of corruption are more likely to experience slow growth. When it comes to fighting corruption, the problem is that when one leader assumes office with the objectives of enhancing the country, the next leader may not share that vision. As a result, due to the multiple steps involved in eradicating corruption in a country, it may take longer than it has in the past. Administrative corruption has been more visible in recent years, which is a continuous and unpleasant element of our times. Almost every issue of the daily press, it seems, contains new allegations of supposedly corrupt behavior by public and private figures (Caiden, and Caiden, 2018). Corruption has hampered economic and societal growth and has infiltrated many parts of socio - economic development. Corruption is a worldwide phenomenon that has various causes as a series of contact at the micro, meso, and macro levels (Bicchieri and Ganegonda, 2016; Dimant and Schulte, 2016). Corruption is described as unethical or deceitful activity by someone in a position of authority in order to acquire personal advantage (Jain, 2001). It has been described as a depravity of the public service institution, as well as a breach of the public administrator's work engagement to serve the public in a truthful and detailed manner as advocates for the public good. Officials, usually politicians or civil servants, who act unlawfully and misuse the power provided to them by the government to further their personal interests are regarded as corrupt in the civil service (Andersson, and Bergman, 2009). In the last decade or so, abuses, abusive practices, and corruption in Ghana's public sector have received a lot of media attention and widespread condemnation. Impacts the country's public and private sectors, as well as organizations at all levels, from the most powerful to the most insignificant. Ghanaians have been exposed to new lexicons and catchphrases such as "gigantic corruption," "create, loot, and share," and "to show or not to show," all of which refer to public-sector corruption allegations. The latter conjures up images of the Ghanaian judiciary's most high-profile corruption case. As a result, people's trust in the government has eroded and is likely to continue to erode at an alarming rate (CDD-Ghana Report 2014). Most people believe that these wrongdoings occur because the public sector in underdeveloped countries has a weak and deficient system. It is one of the most immoral behaviors that destroys the faith and trust of public authorities, which can only be recovered by creating a reputation for honesty. When corrupt officials make prejudiced judgments that enhance their own special interests rather than the public good, taxpayers pay the price. Assets that should be reused for constructive uses are instead devoted to dishonest operations in a client-centered public administration. Corruption leads to ineffective policy and administration (Stapenhurst, and Kpundeh, 1998). The majority of studies focus on the major challenges that Ghanaian public administration faces in the areas of education and training (Ohemeng 2014). As a result, it is necessary to gain a better understanding of the effects of perceived corruption on administrative performance. In light of this, the goal of this study is to see how perceptions of DVLA corruption affect administrative performance.

1.3 Research objectives

The main objectives of the study will be to assess the effect of perceived corruption at DVLA on administrative performance.

1. To analyze the impact of corruption on administrative Performance in Ghana, using DVLA as a case study.
2. To find out the conditions that contribute to corruption at DVLA in Ghana.

3. To analyze the relationship between corruption and administrative performance.

1.4 Research questions

The analysis will be led by the key research issue, given the foregoing.

The following research questions will guide the study:

1. What is the impact of corruption on administrative performance in Ghana, using DVLA as a case study?
2. What are the conditions that contribute to corruption at DVLA in Ghana?
3. What is the relationship between corruption and administrative performance?

1.5 Scope of the study

In a broad sense, public administration encompasses all government functions. As a result, the extent of public administration is comparable to that of state action. It also has to administer and supervise government-owned and private-sector industries. The function of public administrators in guaranteeing the development of public sectors is crucial. The study used the DVLA as a case study to examine the consequences of perceived corruption on administrative performance.

1.6 Significance of the study

The goal of this research was to give valuable information on some of the most pressing issues that public officials confront, with a focus on the impact corruption has on administrative performance. The study will also broaden the researcher's knowledge of public administration in Ghana, with the goal of assisting government and non-governmental organizations in the country in drawing and implementing the study's recommendations to aid in the development of the country, particularly in the public institutions. The work will be published by the university library, which will add to current knowledge in the field of public administration. Finally, the findings and recommendations that will be given will not only add to the current body of knowledge for academic reasons but will also provide useful insights and direction for improving the efficacy of public administration systems.

1.7 Justification of the study

Public administrators' management of public sectors or institutions is critical to a country's growth. Future researchers will be able to use the findings to collect data on public administration, especially the problems that public administrators confront. Furthermore, a state's development requires knowledge of public administration, the execution of government policy, and an academic field that analyzes this implementation. Furthermore, the study's findings will concentrate on the difficulties that public managers confront while executing policies.

1.8 Brief methodology

Primary and secondary data sources will be used in the research. The primary data sources were used to directly gather information about the subject matter from the respondents. Papers, journals, and reports will be used as secondary data sources to add to the subject matter's expertise. Also, the research will use both quantitative research and quantitative approach to gather relevant information as well as using the snowball sampling method to collect data. The result of data that will be collected and analyzed were presented in forms of tables and bar charts with interpretation research finding discussions. Data were collected using both open ended and close ended questionnaires to the junior and senior staff of the sample size using stratified sampling method. For statistical analysis of data acquired, the Statistical Package for the Social Sciences (SPSS) and Microsoft Spreadsheet Application will be used.

1.9 Limitation and delimitation

The researcher faced some constraints. One of such constraints was difficulty in getting access to key

informants because of tight schedules of most public administrators. It was extremely difficult in contacting some key personnel who would have given key information. Getting current document on the topic is very difficult since it is a new topic. The researcher however devoted much time as possible to get the necessary information from the respondents and patiently go through any hurdles that might exist. Also, because of the pandemic, some respondents were reluctant to engage you in any conversation because of social distancing. They showed less interest in accepting the questionnaires or to fill them. The researcher however persisted through the resistance to convince them to fill the questionnaires.

2.0 Organization of the study

The study is divided into five (5) chapters. Chapter 1 contains a basic introduction to the study, as well as the study's goal, objectives to be met, problem statements, research questions, scope, organization, and relevance. In chapter two, the study's purpose is to review the writings of a few authors who are important to the concept of corruption. In the third chapter, the study's methodology is detailed. The study's design, sample population, and sampling procedures are all examined. It also contains information on data collection and analysis procedures.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looked at theories that can be used to create variables, describe and explain ideas and their components, conduct an empirical review by looking at current research on public administrator issues and cases of corruption, and conclude with a conceptual framework. The subject will be separated into the following subcategories to make the review easier to read and grasp.

2.2 DEFINITION OF CONCEPTS

2.2.1 The concept of corruption

Different scholars have given various conceptions to the term corruption (Lawal, 2007)). Corruption can be found in various aspects of life, leading to a wide range of definitions. There is no single acceptable definition of corruption due to its complexities; however, there appears to be agreement on which activities constitute corruption. Rotimi (2013) defines the term as a monopoly of authority accompanied by discretion and a lack of responsibility. $C=M+D-A$ is the outcome, with C denoting corruption, M denoting monopoly, D denoting discretion, and A denoting accountability. When public officials (whether elected politicians or bureaucrats) have a monopoly on distributing public resources through daily decision-making or acquisition operations, with a lot of discretion and little accountability, corruption is bound to happen. Egharevba & Chiazor (2013) define corruption as the purposeful violation of the arm's length principle in order to acquire an advantage for oneself or affiliated individuals. According to the European Bank for Reconstruction and Development (EBRD), a "corrupt practice" is the offering, giving, receiving, or seeking of anything of value, directly or indirectly, in order to affect illegally another party's actions. Opoku (2018) defined corruption as the unapproved use of official control or authority by a government official for the reason of nourishing himself or bolstering his or another person's career at the expense of society, in violation of his oath of office or contrary to programs exist or laws. Corruption is sometimes blamed on a clash or conflict between traditional beliefs and the imported standards that come with industrialization and socio-political advancement in emerging countries. According to some experts, bureaucratic corruption is an unavoidable consequence of modernisation and advancement (Van

Rijckeghem, & Weder, B. (2001). "Corruption, while being related primarily to the act of bribery, is a general phrase covering the abuse of authority as a result of concerns of personal advantage, which need not be monetary," writes (Rijckeghem, & Weder, B. (2001). Political corruption, according to Heidenheimer & Johnston (2011), is the "diversion of public resources to nonpublic ends." Many people in Africa regard corruption as a problem including "outright robbery, misappropriation of finances or other appropriation of official property, nepotism and the awarding of favors to personal associates, and the misuse of authority authority and position to extort payments and advantages" (Heidenheimer & Johnston 2011). "Behavior that differs from the customary duties of a public function because of private-regarding (family, tight clique), monetary, or status gain; or infringes rules barring the use of certain sorts of private-regarding influence," according to Issacharoff, (2010). Corruption is a persistent plague with a wide range of negative societal consequences. It lowers living standards, undermines democracy and the rule of law, leads to human rights violations, distorts markets, and allows organized crime, terrorism, and other threats to human security to thrive. This heinous phenomenon can be seen in all countries, large and small, wealthy and impoverished, but its consequences are most severe in emerging countries."Ghana has paid its fair share of the price of corruption, and it continues to do so. In the early 2000s, about 42% of all Ghanaian households reported they had paid a bribe in the previous year (Ceva & Ferretti, 2017). In 2013, the percentage of people who admitted to paying a bribe to public authorities to get something done grew to 56.2 percent. The perception of corruption among public officials continues to deteriorate, with Ghana receiving a score of 49 on the Transparency International (TI) Corruption Perception Index. Corruption by a public official may not help the individual, but it may benefit one's party, tribe, friends, class (DeLeon, (2015), or a group to whom one owes allegiance. As a result, corruption may develop for reasons other than the direct advantage of the perpetrator. It could be for the advantage of a social class or to keep tribal or clan relationships alive outside of the workplace.

2.2.2 Performance

Sonnentag and Frese (2002) described performance as a multifaceted concept in which the process of performance, i.e. behavioral engagements, can be differentiated from the preferred result. This literature focuses on the result aspect. The outcome elements, according to Campbell (1990), refer to the consequences of an individual's work conduct. Zollo, & Meier (2008) defined performance as the result of a certain task being completed. When employees enhance their job performance, managers can achieve business growth and development. When employees fulfill their job responsibilities, a company can achieve its objectives (Davies, (2008).

Employee performance may be a determining factor in an organization's success. As a result, managers must train workers on how to perform their jobs so that they have the information and skills they need to complete organizational responsibilities (Schechner, (2003). Organizational leaders, according to (Schechner, (2003), are responsible for training their subordinates and instilling knowledge and skills in them so that they are competent in carrying out their responsibilities. An employee's performance is defined as the outcome of a specific job duty. Employee performance, according to (Robescu, & Iancu, (2016), denotes workers' attitudes regarding job performance in accomplishing organizational goals.

2.2.3 Administrative performance

For decades, politicians, policymakers, academics, and public management practitioners have been concerned about the state of administrative performance in general (Van de Walle, 2004). This worry is exacerbated by the constant pressure on public officials to offer effective services to citizens, a situation that frequently prompts them to devise measures to improve their performance (Ebinger (2019).

Meanwhile, administrative performance improvement measures cannot be taken for awarded because their potency is dependent on a number of factors, the most important of which is whether or not performance improvement measures meet the needs of all relevant stakeholders in an administrative context. "All dimensions of sustainability that are essential to the life of the organization as a whole" can be assessed and characterized as "organizational performance," with "success" described as "the manner in which the company maintains out its purposes" (Kaliannan, & Awang, 2009). The process of boosting an organization's productivity as well as the well-being of its people through strategic planning is referred to as organizational performance. This is one of the three primary aspects that leads to organizational performance when much of the institution's development efforts are centered on increasing organizational learning with the purpose of affecting organizational performance (Seldin) (1988). VigodaGadot & Yuval (2003) defined organizational performance as an organization's actual output or results in comparison to its expected outcome, aims, and objectives. The four components of organizational performance measures are human resource outputs, organizational outcomes, financial accounting outcomes, and capital market outcomes. Human resource outcomes accompanied by changes in employee behavior included employee satisfaction, turnover, and absenteeism. Organizational outcomes include labor productivity, customer satisfaction, and product customer satisfaction. Finance and accounting results included returns on assets, returns on equity, and profitability. Stock price, stock price growth rate, and market returns are three indicators of how the market regards a company in capital markets (Richard) (2009). Organizational performance can be defined as the consequence that reveals or reflects the company's effectiveness or inadequacies in terms of corporate image, competencies, and business results (Shahzad, 2012). The way people go about accomplishing their tasks is referred to as work performance. During a job performance review, an employer assesses an employee's performance, taking into account criteria such as leadership qualities and efficiency to rate each person individually. Annual performance reviews can determine whether or not an employee is qualified for a raise, if they are a strong candidate for promotion, and even if they should be fired (Langley, 2009).

2.3 Causes of corruption

It will be fruitless to try to eradicate corruption without first understanding the root reasons. As a result, scholars have focused their efforts on determining the root causes of corruption. A number of factors have been suggested by experts in the field. To categorize these aspects, political, social, legal, institutional, and economic variables are widely utilized. Another classification separates the reasons into supply-side and demand-side effects. Neo-patrimonialism, defined as "a perverted system that gives economic and political rewards to politicians and their followers," is one of the most widely claimed sources of corruption in Africa (De Graaf 2007). Neo-patrimonialism is based on clientelism, which relies on favors in return from those in positions of power (either the politician or the bureaucrat). Politicians and bureaucrats established a dependent patron-client relationship in such a system, as (De Graaf 2007) puts out, through which administrative choices were decided. As a result, unqualified people are assigned to jobs and continue to be paid from public funds. Scholars blame state involvement in economic activity and regulatory power for corruption, despite the fact that it is sometimes required. According to Treisman (2000), regulation is one of the many major areas where commercial interests and regulators clash, and there are several opportunities and justifications for corruption. Traditional social relationships, habits, and traditions in African countries have been criticized for corruption. The extended family system and gift-giving culture are regularly mentioned as possible sources of corruption. According to Treisman

(2000), regulation is one of the many major areas where commercial interests and regulators clash, and there are several opportunities and justifications for corruption. Traditional social relationships, habits, and traditions in African countries have been criticized for corruption. The extended family system and gift-giving culture are regularly mentioned as possible sources of corruption. This project will benefit from the classification of the reasons into demand and supply side variables. The demand side causes of this problem are those that give public officials opportunities or motives to extract bribes from private businesses or individuals seeking their services, or to engage in any other form of corruption. According to Aidt, (2011), Empirical Findings and Policy Implications, control over procurement practices, control over government employee hiring, promotion, and firing, influence over access to public services and resources, regulate over auditing and tax management, inadequate monitoring, and overpoliticization of telecommunications are some of the factors that increase motivation for corruption on the demand side. According to Aidt (2011), the primary cause of corruption on the demand side is delays in the delivery of governmental services. Delays like these inspire government employees to look for "speed money" from people who can't wait to use government services. Poor pay and a lack of incentives for public personnel are also known to contribute to corruption in the public sector. When officials' salaries are low, it is claimed that they are more motivated to use their positions to extort money from people with whom they deal (Dong & Torgler) (2013). Minor corruption among subordinate workers is widespread, according to Dong & Torgler (2013), and many people blame it on civil servants' poor pay. As a result, it's critical to think about how to make public officials' rewards and remuneration more appealing in order to lessen the temptation for them to engage in unethical action (Pellegrini, 2008, 2011). Although, this idea is somewhat correct, it does not ensure that corrupt officials will stop being corrupt when their salaries are attractive. On the demand side, private businesses and individuals are interested in government services. Because of the enormous benefits they stand to gain, private sector firms try to sway government decisions in their favor, especially current contract decisions. According to (Pellegrini 2011): Supply-side corruption is fueled by rent-seeking entrepreneurs looking to profit from political clout. Government officials are swayed by business organizations and their representatives to enact policies that favor them rather than the general populace. Monetary or non-monetary effects include political campaign contributions, trips abroad, paying school fees for public leaders' children, and actual cash paid directly to the government. Corruption can affect both the demand side (politicians and bureaucrats) and the supply side (criminals) (Private businesses). On the supply side, politicians and bureaucrats can upset those who want to use their services and force them to pay bribes in exchange. On the supply side, private individuals, businesses, and organizations provide various incentives to politicians and bureaucrats in compensation for positive outcomes (Forson, 2016).

2.4 Effects of corruption on administrative performance

The majority of the literature on the subject refers to corruption as "bad," but is it genuinely evil? Moralists and revisionists are two schools of thought that have debated this topic. According to Elijah (2007), corruption is both economically harmful and politically amoral or even immoral because it stifles growth, distorts economic boost allocation, and leads to less equitable wealth distribution. Corruption is indeed damaging, if only because it causes decision-making to become muddled. Actions that should be made for the greater good, with proper regard for public sector efficiency and excellent governance, are instead made solely for personal gain, with little regard for the impact on the larger community (Guetat, 2006). The government spending process is distorted by corrupted decision-making, resulting in the funding of useless megaprojects. Public decision-making is effectively sold to the highest, most well-connected

bidder, diverting public funds away from more productive uses and reducing facilities allocated for legitimate and productive public use. Corruption also has a negative impact on a society's economic existence (Justice, 2014). On the other hand, revisionists argue that corruption isn't as horrible as moralists would have us assume. Firms or individuals wishing to do operations with a government department or bureaucracy that requires strict regulation or registration can continue paying bribes or use "speed money" to get around the regulations. As a result, corruption functions as a lubricant, lubricating economies that would otherwise be stagnant. They argued that, while some argue that corruption can assist accelerate the process of a slow-moving and over-regulated economy, there is little doubt that it raises the cost of goods and services, encourages ineffective incentive to invest in projects that are not economically feasible or sustainable, makes a significant contribution to a decrease in standards (for example, in construction and transportation), and can even rise a country's debt and grinding poverty (Justice, 2014). According to the revisionists, other top advantages of corruption include enhanced efficiency, capital formation, and political integration. Moralists have aggressively contested the majority of the revisionists' ideas. The concept that corruption can boost bureaucratic efficiency by expediting approval processes for those willing to pay bribes or speed money (Azam, & Ahmad, 2013) is highly dubious. Public authorities can purposely delay the supply of services, allowing bribes to be extracted from individuals and businesses requesting such services. Furthermore, if a bribe is paid to get ahead of the bureaucratic line, another person experiences extra delays in receiving services. According to Persson (2013), if one dishonest consumer receives a service faster, another truly worthy prospective recipient will be forced to wait: one's gain is the other's loss. The supposed benefits of corruption have enormous ramifications for society's social, economic, and political growth, according to a cost-benefit analysis of corruption. Corruption's societal implications have made it an unwelcomed phenomenon all across the world. As a result, it's no surprise that corruption continues to be a topic of global and national concern.

2.5 Administrative performance and corruption

The goal of this research is to contribute to the existing body of knowledge on organizational performance by looking at how corruption affects government performance. The quantity of resources available, according to resource dependency theory, determines how a public service is delivered; as a result, Koech (2019) claims that "more resources would lead to greater results is possibly the simplest explanation of public service improvement. "When a government employee, for example, pockets a compensation destined for the government (i.e., embezzles public money for personal gain), the amount of resources apportioned to the delivery of the service that the payment would have funded is actually reduced, and the agency dependable for the service's performance suffer severe as a result. Corruption not only deprives public services of funding, but it also reduces the performance with which resources are employed in government. This position is supported by both principal agent theory and the bureaucratic inefficiency model. Government officials, according to the former, are agents who administer public policy and oversee public service programs in the public benefit (the principals). However, there is a risk of agent opportunism, in which agents put their own interests ahead of the principals'. Corrupt public officials stray from the ideal principal-agent relationship, making them least answerable to the people they're intended to serve and less likely to spend money properly. The bureaucratic inefficiency model (Sheng 2016) is based on the idea that bureaucrats are primarily able to maximize their personal utility. Compensation, staff size, power, patronage, bureau outputs, manageability, and other aspects of bureaucracy's utility function are all directly correlated to the budget's size. Bureaucrats seek for the largest discretionary budget, which is the difference between total income (the budget) and the lowest practicable

cost of delivering products sought by government leaders, according to (Sheng 2016). Access to a yearly budget allows for a number of non-productive behaviors, such as overstaffing (Tabish, 2012), reducing individual staff efforts, massive risks aversion (Tabish, 2012), and embezzlement. With a maximum discretionary budget, public officials may be motivated to feed their egos by participating in wrongful conduct and wasting public funds on unproductive operations. To conclude, inefficient use of public resources can harm the performance of government entities. Woo & Choi (2010). Public Sector Corruption and Organizational Performance Third, the corruption of public officials has the potential to weaken public management's capabilities and, as a result, the performance of public agencies. Scholars of public administration have emphasized the significance of operating performance in attaining the primary goal of public organizations, which is to produce efficient and effective public services (Choi & Woo) (2010). Public management capacity refers to a government agency's "innate ability to marshal, develop, direct, and regulate its people, physical, and information capital to enable the execution of its policy directions" (Gupta, & Abed) (2002). As a result, administrative reform capacity refers to a manager's ability to hire productive people, award reliable contractors, create and spend financial resources wisely, interact effectively by making knowledgeable decisions, and build and maintain capital infrastructure sensibly. All of these managerial abilities are linked to government organizations' efficiency and productivity (Gupta, & Abed 2002). Public corruption has a detrimental impact on all four components of public sustainable framework described above. As a result of patronage and nepotism, corruption distorts public sector recruitment and promotion patterns, putting unproductive employees on the back burner, prohibiting the most qualified job seekers from being hired, and compromising public servant productivity in general. When bribes are used to give contracts to less economical and worse quality organizations, for example, corruption can cause chaos on financial planning (Van Vu, 2018). Corruption can decrease the accountability of public agencies and the amount and quality of information they divulge as bureaucrats seek to shield corrupt activities from public scrutiny (Sahakyan, & Stiegert, 2012), and organizational performance can experience severe when public officials are repeatedly exposed to less monitoring and oversight by the citizens they are supposed to serve. Because corrupt public officials support capital projects with higher levels of rent-seeking and secrecy, as well as worse competitiveness, corruption affects infrastructure guidelines and standards (Sahakyan, & Stiegert, 2012). Moreover, high-level corruption may result in a bias against new capital investment as well as a failure to meet scheduled maintenance obligations (Shah, 2003). (2007). Government entities may perform poorly as a result of this type of mismanagement. To conclude, corruption has the ability to damage government management capacity and, as a result, performance. As a result, we predicted that public corruption is negatively connected to the performance of government agencies.

2.6 Ways to fight corruption

Numerous tactics have been explored to combat corruption in the government sector. This would include moral persuasion, the establishment of monitoring agencies such as CHRAJ, and the Deterrent Approach, which favors harsh sanctions such as prison sentences, executions, and property confiscation. However, the legal and institutional frameworks will be used in this research. This is because the legal or legislative framework, according to Ofosu (1999), is the launching point in the battle against corruption. A country's laws serve as the foundation for deciding what constitutes corruption. It will be difficult to manage corruption in any country without strong anti-corruption laws since there will be no legal basis to show corruption in a court of law. As a result, enacting and enforcing proper legislation will make a significant contribution to the fight against money laundering. According to Ojukwu (2009), either the legal

framework is successful in controlling corruption or corruption will emerge to the constitutional system's demise. According to Glaeser and Goldin (2007), an endeavor to analyze corruption in a country without a firm knowledge of its laws and traditions will not generate regulation information. In order to build a successful anti-corruption program, one must evaluate the effects of existing laws on market participants' behavior. As a result, a good anti-corruption plan should include the establishment of adequate and impartial supervision mechanisms that will change the incentive structure to ensure the worth considerably by society (Teachout, 2010). (2008). According to (Teachout, (2008), organizations include all those in a country entrusted with guaranteeing sound management and preservation of the public purse, as well as general transparency of public authorities. In the case of anti-corruption, however, the organizations are meant to have the authority to limit public officials' behavior, examine and prosecute individuals discovered to have participated in corrupt acts. Teachout (2008) contends that the importance of legislation and law enforcement is undeniable, but that it is equally critical to understand the institutional framework in which corruption thrives. As a result, reliable organizations must be in place to oversee the laws' execution. In order to carry out their missions, institutions entrusted with enforcing laws must have appropriate employees, in-service training, and logistics (Andersen, 2009). According to Bukovansky (2006), respectable organisations should be well and self-sustaining. To gain the trust of the general public, these organizations should be free of political meddling. To increase the possibility of corruption being caught and punished, independent enforcement mechanisms should be in place (Andersen, 2009). The legal and institutional framework for combatting corruption's basic thesis is that effective legislation and its implementation by accredited institutions will go a long way toward assisting in the fight against corruption.

2.7 Theoretical framework

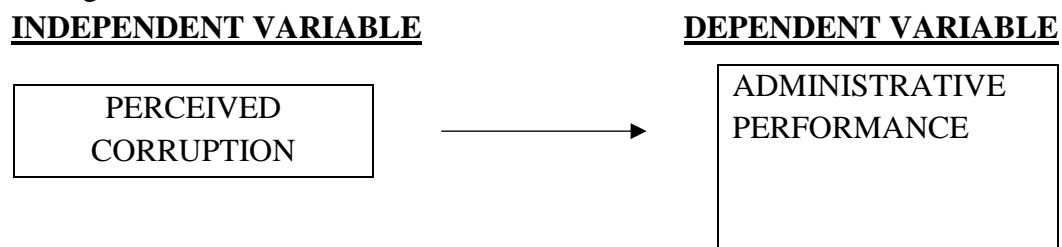
One of the greatest ways to look at corruption is when people act in a way that contradicts the moral principle that governs their official responsibilities (Mitchell, 2002). Thus, infractions of ethical regulations that guide the performance of public responsibilities are inexorably tied to corruption. Ethics govern every official position, whether private or public, and are in place to control official conduct. A lot of factors make it difficult to agree on the origins of corruption and successful strategies of combating it. These characteristics, according to Agubamah (2009), include the uniqueness of each society and or country, the flexible or dynamic structure of global sociopolitical and economic relations, and differences in academic sectors' judgments of fraudulent behavior.

One of the notions of corruption is the idea of modernity. According to one of the modernization theorists referenced by Adefulu (2007), the path of economic progress in modernization nations tends to spawn disparity, political discontent, and corruption, which can be described as the use of public power to pursue private aims. He worked hard after the Non-Aligned Movement's Bandung Conference in 1955. Modernization theorists described the causal factors, scale, and occurrence of corruption and fraudulent activities in pre-colonial African states using the logic of patrimonialism, neo patrimonialism, prebendalism, and patro-clientelism, with the main contention shared by all of these cooption theories being that extractive corruption in Africa (and elsewhere in developing countries) is one of the unintended effects of splicing modern political structures (ibid). Notwithstanding the the ostensible advantages of mixed government, corruption in Africa is seen as a result of public officials' actions that detracts from established norms, as well as an absence of meaningful political formalization that makes it very difficult for these officials to detach their public and private roles, spurring them to beholden their organisational preferences (Wucherpennig, & Deutsch, 2009). Huntington's portrayal of orthodox theories of corruption,

according to (Wucherpfennig, & Deutsch, 2009), gives a clear idea the danger by justifying corrupt practices predicated on parochial purposes such as political underinvestment and traditional human communities' tendencies to participate in what Clapham (1985) cited by Adefulu (2007) describes as the private of gift giving, which is assumed to be almost universal in patrimonial communities. The argument of orthodox patrimonialism theories, such as Huntington's, to describe and spiral the cause of corruption in African states is as powerful as that of orthodox patrimonialism theories. Nigeria is a case study in patrimonialism, which leads to political turmoil and injustice as a result of faulty economic and political progress. Patrimonialism, on the other hand, has failed to provide a satisfactory explanation for the true roots and prevalence of corruption. Western liberal scholars operationally defined another related concept known as neo patrimonialism to better comprehend the situation. Many emerging countries exhibit some, if not all, of the qualities outlined above, which is why western liberal academics are quickly determining that neo patrimonialism, as a defining characteristic of developing countries, breeds corruption in those countries. However, as one might expect, the above conclusion is debatable because some or all of the neo patrimonialism features assigned to emerging countries may also be seen in industrialized democratic nations like North America and Europe. Prebendalism is another perspective on corruption, which sees it as a compensation for allegiance to patronage and institutions within society in consideration for personal gain and that of supporters. The benefit may be political, economic, or societal in nature. When I think of Agubamah, a term that comes to me is (2009). Okojie (2005) makes a brief mention to Zaire's President Mobutu Seseseko (1965-1997), one of Africa's longest-serving leaders who turned the country into personal property and embezzled \$5 billion during his time in power.

2.8 Conceptual framework

The conceptual framework is the presentation of relationship between variable for this study. The preposition in this study is that; Perceived corruption has a significant effect on administrative performance. As a result, productivity growth rates are greatly harmed by corruption. The details are provided in the figure below.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section provides a definition of the study's strategy, population, sampling and sampling technique, data gathering technique, research protocols, data processing, and findings presentation. It emphasizes philosophical ideas and paradigms in research, research design and study area, data processing and analysis, and ethical concerns. The methodology section of any research study demonstrates the procedures that were taken to conduct the study, and the steps are discussed in depth.

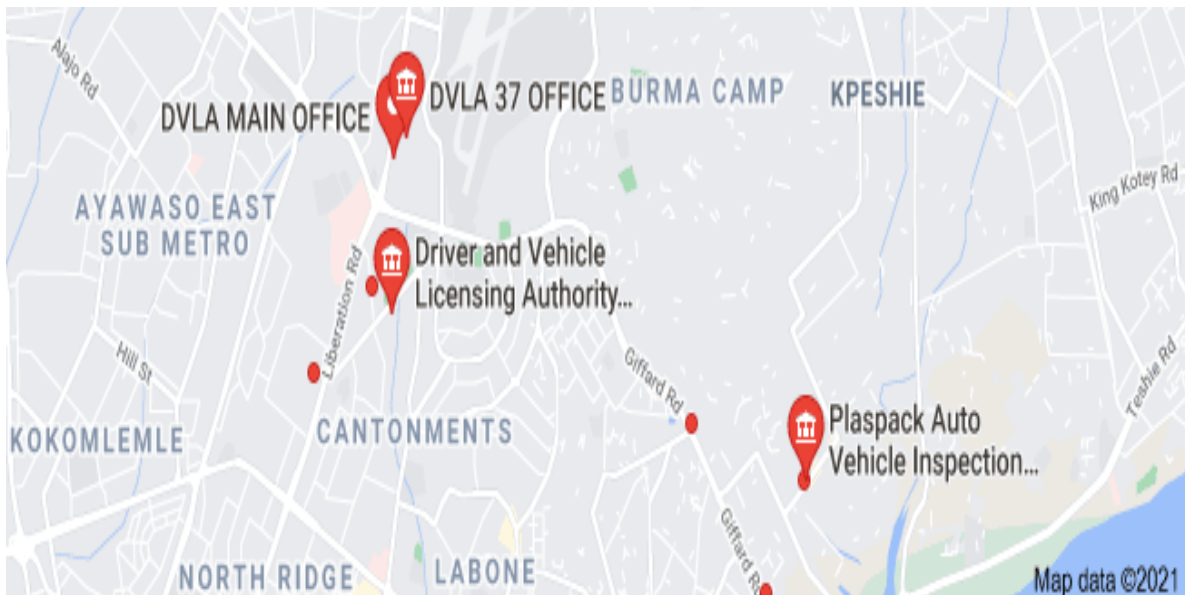
3.1 Profile of Study Area

The DVLA will be employed as a case study to fulfill the research goal. The DVLA provides the study with an effective and current context. Furthermore, it is a sector in which the government and public interact frequently. The DVLA has received a lot of flak from Ghanaians over the years for poor service

delivery and data processing. In order to solve these issues, the Obtain authorization and launched an e-government program. The Driver and Vehicle Licensing Authority (DVLA) is a semi-autonomous public sector entity under the Ministry of Transportation. It was established by Act 569 of 1999 as the organization in responsibility of ensuring safe driving. The Directorate was known as the Vehicle Examination and Licensing Division prior to the enactment of the DVLA Act (VELD). The DVLA Act, Act 569 of 1999, mandates the Authority to establish excellent driving standards in the country, regulate the use of roadworthy cars, and can provide for other connected matters. Its goal is to become a well-known organization with internationally recognized standards for driver and vehicle licensing. The DVLA is also in charge of establishing public recommendations for vehicle construction and use. The DVLA has the following functions to help it achieve its goals:

- Develop guidelines and methodologies for the education and evaluation of professional drivers, car drivers, and people on bikes.
- Give syllabi for driver training and teacher training, establish criteria and methodologies for the training and testing of vehicle inspectors
- Driver's rights are granted.
- Driving schools must be registered and authorized.
- Inspect, test, and register motor vehicles
- Issue driving instructor licenses
- Certificates of car registration
- Certificates of vehicle inspection
- Private garages must be licensed and regulated in order to conduct car testing.

Source:



3.2 Research Philosophy/Paradigm

Philosophical viewpoints are the contexts that all academic academics are captured within (Holden & Lynch, 2004). The research paradigm, on the other hand, is defined as a broad organisational context for theory and research that incorporates underlying assumptions, major issues, and good research theories and procedures for finding solutions (Neuman, 2006). In line with this view, it is assumed that the standard

of research can be influenced by ignoring the philosophical problems and paradigms of research (Amaratunga, Baldry, Sarshar, & Newton, 2002).

Ontology and epistemology are the two basic philosophical views in social research (Bryman, 2004). Ontology is concerned with the author's views on the international society and what may be learned from it. Ontology is divided into two extremes: realism and relativism. Realist position is explained that social institutions (such as organisations, groups and teams) have a life that is distinct from the individuals in them. Relativism owes to the belief that the construction of knowledge is predisposed by the ideologies of a researcher. The philosophy underpinning this study at the ontology level is the realist position. This is because the study of impact of perceived corruption on administration performance exists as independent facts that are beyond the reach and influence of the researcher.

Epistemology is the study of how a field recognizes knowledge. There are two extreme perspectives in epistemology: positivism and interpretivism. Only objective assertions are considered valid and scientific in positivist research. The positivist way to approach unbiased findings and ensures that the researcher is independent of the respondent through a value-free approach (Malhotra & Birks, 2007). Moreover, positivist paradigm is also associated with quantitative research approach in the literatures (Smith, 1983). Quantitative research has a large focus on numbers and enables the creation and testing of hypotheses. Positivist paradigm also follows deductive approach, which looks at a particular theory, formulate hypothesis from that theory and then test hypothesis to approve or disprove the theory.

Interpretivist research on the hand only views subject thoughts and ideas as valid. Interpretivist paradigm follows inductive approach, which look at an issue and via investigation, aims to generate theory for the research. Interpretivist research is also associated with qualitative research approach in the literatures. Qualitative research seeks to find out what people do, know, think and feel, and aims at understanding a particular phenomenon in detail. The philosophy underpinning this study is the interpretivist and positivist paradigm since the study has more focus understanding the topic in details and numbers, and also sought to test hypotheses.

3.4 Research Approach

Epetimehin and Ekundayo (2011) define a research design as the framework that guides a scholar through the process of conducting a study. Exploratory, explanatory, and descriptive study designs are proposed by Saunders, Lewis, and Thornhill (2008). As a result, the study uses a descriptive research method to identify or test the association between variables (i.e. Perceived corruption and administrative performance). According to Gay, descriptive research entails obtaining data in order to test ideas or answer research questions concerning the current state of the study's issue (1992). Three difficulties associated with this design have been described by Fraenkel and Wallen (2000). They include; ensuring the planned and carefully prepared questionnaires, the honest and thoughtful answering of questionnaires by respondents, and the difficulty of completing and returning enough questionnaires. Despite these weaknesses, Fraenkel and Wallen (2000) believe that “descriptive research design has the likelihood of providing a lot of information from a large sample of individuals. To minimize the difficulties identified, the study will carefully look at the validity of the questionnaire items and the researcher will directly distribute the questionnaires.

3.3 Research Design

The study seeks to examine the impact of corruption on administrative performance. The research design will adopt the survey design. This form of research design will combine both numeric (quantitative) and non-numeric (qualitative) features for attaining its objectives. The objectives for this project is to

successfully handle the constraints of both qualitative and quantitative techniques to investigating and comprehending social phenomena by critically utilizing their complementary strengths. Positively, quantitative approaches aim for a large sample of respondents in order to achieve statistically significant results, whereas qualitative methods entail a limited number of respondents and textual analysis within the content of in-depth investigations (Rachel, 2016). To better comprehend a research problem, a mixed method study collects, evaluates, and integrates quantitative and qualitative research and approaches in a scientific study (Creswell 2012).

3.4 Population of the study

Management and workers at the DVLA make up the study's target group. The DVLA's employees will be the authors of the study target population. The Finance Department, Administration, Human Resource Department, Procurement Department, and Private Vehicle Testing Stations are among the five functional departments of the DVLA Accra. Each department is estimated to have a population of 20 workers. Making a total estimated population of 100 workers or staff at DVLA Accra. The workers at DVLA in Accra comprise both males and female, and people with different age, and education achievement. In view of the fact that it is practically impossible to question all the workers, a sample had to be generated. Thus, for the purpose of the study, a sample of 50 who have been with the organization (DVLA Accra) for more than one (1) year is targeted. That is 10 workers will be selected from each department. "The sample size chosen was based on the work of Stutely (2003) and the nature of the research topic, which is very s, who claimed that a minimum of 30 samples were needed for an effective statistical analysis, and that of Rescoe (1975) (as cited in Sekaran, 2000), who observed that "sample sizes greater than 30 and less than 500 are suitable for most research. A survey of 50 respondents would therefore be fairly representative of the target population.

3.5 Sample and Sampling Technique

According to Kumar (2005), sampling provides the researcher an opportunity to select few participants from a group. For this study, convenient and purposive sampling was adopted to collect data from the target population comprising of administrators who are working or employees at DVLA. In relations to the structure and various locations of department under the DVLA, the study employs non-probability sampling techniques for the sampling process, specifically convenient and purposive sampling method. Purposive sampling theoretically is designed to suit specific needs and purposes. It relinquishes freedom to the researcher to willingly select targets within the population with no possibility of negative ramification on credibility and authenticity of the study. According to Bailey (1994), the primary benefit of purposive sampling is that the scholar can choose respondents based on his or her competence and prior knowledge. For this purpose, therefore, the study employs convenient and purposive sampling due to the freedom it relinquishes to the researcher to identify and select respondents that are comprehensive, proficient and well informed of the corruption issues and are readily available to participate. A survey of 50 respondents would therefore be fairly representative of the target population.

3.6 Sources of Data

The study investigated a variety of data sources to fully comprehend the case under investigation. Six sources of evidence can be employed for a case study, according to Yin (2003). Documentation, archival records, interviews, direct observations, observation methods, and official documents are examples of these sources. According to Lindström et al (2010), using numerous sources of information allows a researcher to address a greater spectrum of factual, ideological, and behavioural problems. The study through convenient and purposive sampling as well as snowball sampling will identify respondents for

data collection. Taking into cognizance the objectives of the research, the researcher adopted the use of questionnaires (primary data) to collect qualitative data from all respondents. Questionnaire is deemed appropriate because it is relatively cheap and manageable (Birmingham, 2014).

3.6.1 Primary Data

Interviews and observations were used to gather primary data for the study. Interviews, according to Yin (2003), are the most essential sources of case study information. They can, in his opinion, provide precise solutions to the research questions. Once again, the utilization of the questionnaire was critical in the early data collection process. In case studies, open-ended interviews are most common. Because the majority of case studies are concerned with human issues, interviews become critical sources of case study research.

3.6.2 Secondary Data

The utilization of secondary data is supposed to improve the thesis's validity and reliability. Journals, periodicals, books, paperwork, and the Internet were employed as secondary sources in this study. Secondary data, as defined by Lindström et al (2010), is information obtained beforehand for other objectives that is not case-specific but may be relevant to the examined topic.

3.7 Data Collection and Data Analysis Techniques

3.7.1 Data Collection

For primary data collection, the study included both questionnaires and interviews. The purpose of using a mixed method is to effectively leverage the complementing features of both qualitative and quantitative approaches to obtain thorough replies from interviewees. Throughout interviews improve the researcher's ability to explain questions for the respondent in order to gather the most helpful and precise documentation as a supplement to questionnaire responses.

3.7.2 Data Analysis Techniques

The data acquired was statistically analyzed with Statistical Package for Social Science (SPSS) format software. The data was analyzed using frequency distributions and percentages. The responses were categorized and then pooled together. Similar responses from interviews was put under one heading and therefore considered as belonging to same category.

3.8 Ethical consideration

According to Walliman (2006), research ethics are "norms and rules of conduct in research." In this regard, and in the conduct of this research, the scholar adheres to all of the necessary ethical standards. As a result, the researcher intends to take all required precautions to safeguard all private information about participants' personal data. As a result, the study did not reveal the names or identities of interviews or participants. According to Israel and Hay (2006), agreement has two dimensions: first, the respondent must understand the purpose of this study and their role in it, and second, the person must willingly agree to participate in it.

In this regard, ethical precautions such as obtaining the respondents' agreement before interviewing them, clarifying the research's objective and their role as respondents in providing data were upheld. Additional safeguards included obtaining the respondents' permission to record their varied responses. The study only used information acquired for the required purpose, engaging respondents only based on the research objectives, respecting respondents' opinions, and not asking any biased or leading questions. In terms of plagiarism and academic theft, the scholar has recognized all of the sources used in this work.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4.0 INTRODUCTION

This chapter shows how data is presented and how the information obtained from respondents is analyzed or discussed. The information was evaluated to find answers to the study's questions and goals. The DVLA was the subject of the case study. The employees of the DVLA were the target audience. The intended population yielded a sample size of 50 people. Questionnaires were given out. Primary and secondary data were analyzed and the results were explained in this analytic chapter. The study sent out questionnaires to 50 people. The information gathered was evaluated using Microsoft Excel and SPSS V23. The core data for this study came from questionnaires and interviews, while the secondary data came books and articles.

4.1 SECTION A: PERSONAL DATA OF RESPONDENTS

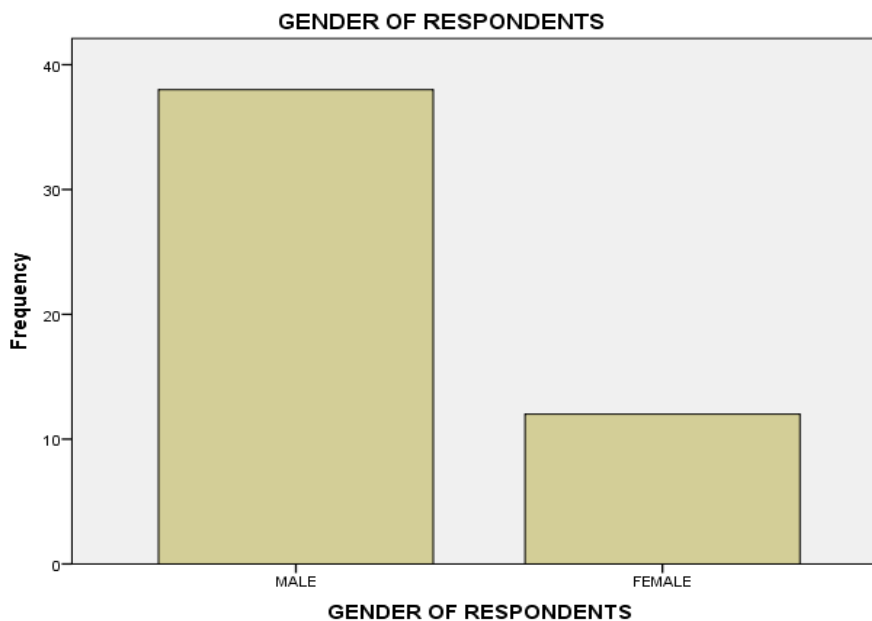
TABLE 4.1 1 Gender of Respondents

GENDER OF RESPONDENTS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	38	76.0	76.0	76.0
	FEMALE	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above shows the Gender of respondents at DVLA, about 50 respondents took part of the study, out of the 50, 38 were males, representing 76.0 percent while only 12 respondents were females, representing 24.0 percent. This shows males dominated the study. This is shown in the figure below.

FIGURE 4.1 1 Gender of Respondents



Source: Field Survey 2022

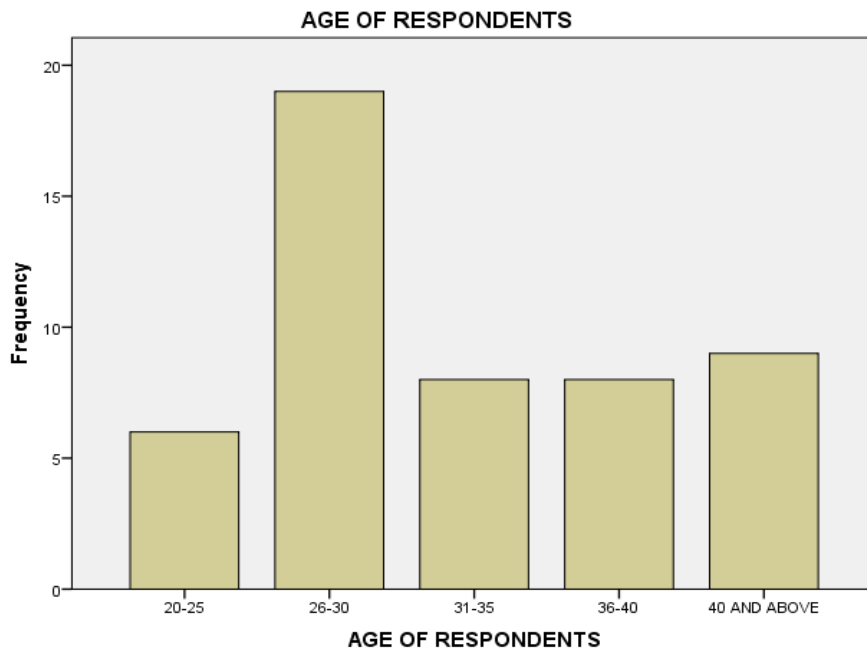
TABLE 4.1 2 Age of Respondents

AGE OF RESPONDENTS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	6	12.0	12.0	12.0
	26-30	19	38.0	38.0	50.0
	31-35	8	16.0	16.0	66.0
	36-40	8	16.0	16.0	82.0
	40 AND ABOVE	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above also shows age distribution of respondents. The age ranges from 20 to 40 years and above. From the table, 6 respondents were within the age range of 20-25, representing only 12.0 percent. 19 were within the age range of 26-30, representing 38 percent. 8 respondents were also within 31-35 years, representing 16.0 percent, while 8 respondents also were within 36-40. With only 9 respondents falling within 40 years and above. This is shown in the figure below.

FIGURE 4.1 2 Age of Respondents



Source: Field Survey 2022

TABLE 4.1 3 Religious Affiliation of Respondents

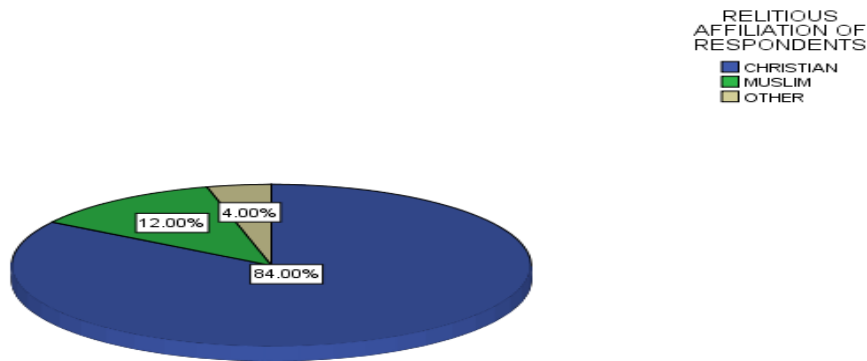
RELIGIOUS AFFILIATION OF RESPONDENTS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CHRISTIAN	42	84.0	84.0	84.0

	MUSLIM	6	12.0	12.0	96.0
	OTHER	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above show the religious affiliation of respondents, out of the 50 respondents, 42 were Christians, representing 84.0 percent. 6 respondents were Muslims, representing 12.0 percent, while only 2 respondents said other, representing 4.0 percent. See figure below

FIGURE 4.1 3 Religious Affiliation of Respondents



Source: Field Survey 2022

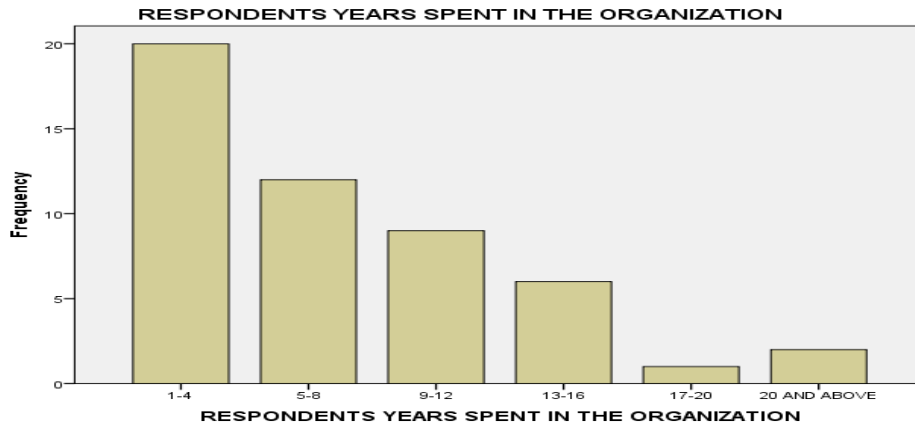
TABLE 4.1 4 Respondents years spent in the Organization

RESPONDENTS YEARS SPENT IN THE ORGANIZATION		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-4	20	40.0	40.0	40.0
	5-8	12	24.0	24.0	64.0
	9-12	9	18.0	18.0	82.0
	13-16	6	12.0	12.0	94.0
	17-20	1	2.0	2.0	96.0
	20 AND ABOVE	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

In order to measure the extent of corruption across the organization, the study used the years respondents have spent in the organization as one of the key questions to know their experiences. The report includes the years employees have spent in the organization. Out of the 50 respondents that took part of the study, 20 respondents have spent 1-4 years in the organization, representing 40.0 percent, 12 respondents have spent 5-8 years, representing 24.0 percent. 9 respondents have spent 9-12 years, representing 18.0 percent. 6 respondents have spent, 13-16 years, representing, 12.0 percent, only 1 person has spent 17-20 years, representing 2.0 percent while 2 respondents have spent 20 and above years in the organization, representing 4.0 percent.

FIGURE 4.1 4 Respondents years spent in the Organization



Source: Field Survey 2022

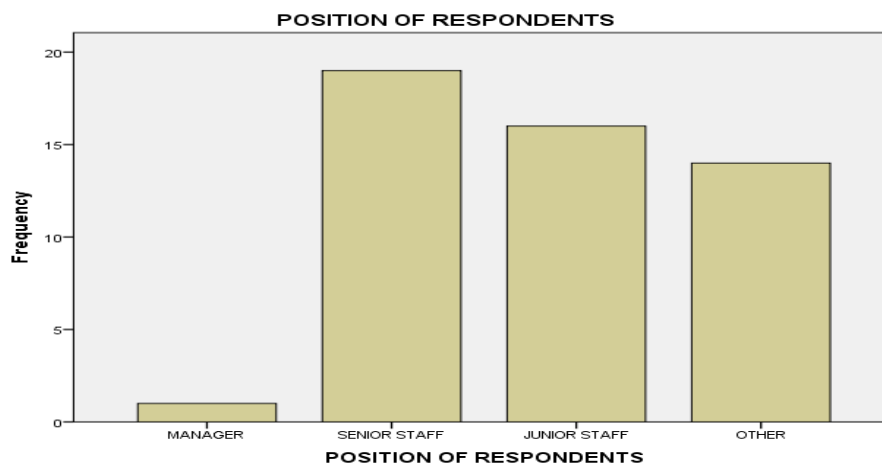
TABLE 4.1 5 Position of Respondents in the Organization

POSITION OF RESPONDENTS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MANAGER	1	2.0	2.0	2.0
	SENIOR STAFF	19	38.0	38.0	40.0
	JUNIOR STAFF	16	32.0	32.0	72.0
	OTHER	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table shows the position held by the respondents in the organization. Out of the 50 respondents, 1 person was a manager, representing 2.0 percent, 19 respondents were senior staff members, representing 38.0 percent. 16 of the respondents were junior staff members, representing 32.0 percent while 14 respondents said other positions, representing 28.0 percent. This shows that, most of the respondents were having very good positions.

FIGURE 4.1 5 Position of Respondents in the Organization



Source: Field Survey 2022

4.2 SECTION B: TO ANALYZE THE NATURE AND IMPACT OF PERCEIVED CORRUTION ON ADMINISTRATIVE PERFORMANCE

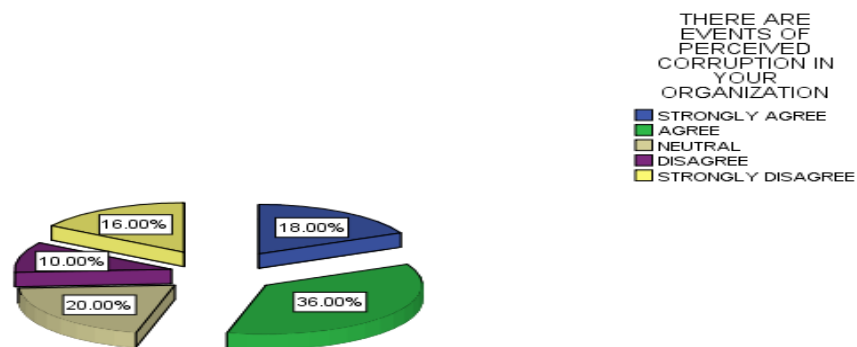
TABLE 4.2 1 There are events of perceived corruption in your organization

THERE ARE EVENTS OF PERCEIVED CORRUTION IN YOUR ORGANIZATION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	9	18.0	18.0	18.0
	AGREE	18	36.0	36.0	54.0
	NEUTRAL	10	20.0	20.0	74.0
	DISAGREE	5	10.0	10.0	84.0
	STRONGLY DISAGREE	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

About half of the respondents expressed agreement with the statement. There are events of perceived corruption in your organization” Indeed 9 of respondents strongly agreed with the statement and 18 of the respondents agreed to the statement, representing 18.0 percent and 36.0 percent respectively.10 respondents and expressed neutrality, representing 20.0 percent. While five respondents Disagreed and 8 respondents strongly disagreed, representing 10.0 and 16.0 percent respectively. This shows that, there are some event of perceived corruption at the DVLA. This is shown in the figure below.

FIGURE 4.2 1 There are events of perceived corruption in your organization



Source: Field Survey 2022

TABLE 4.2 2: Rating the level of perceived corruption in the organization

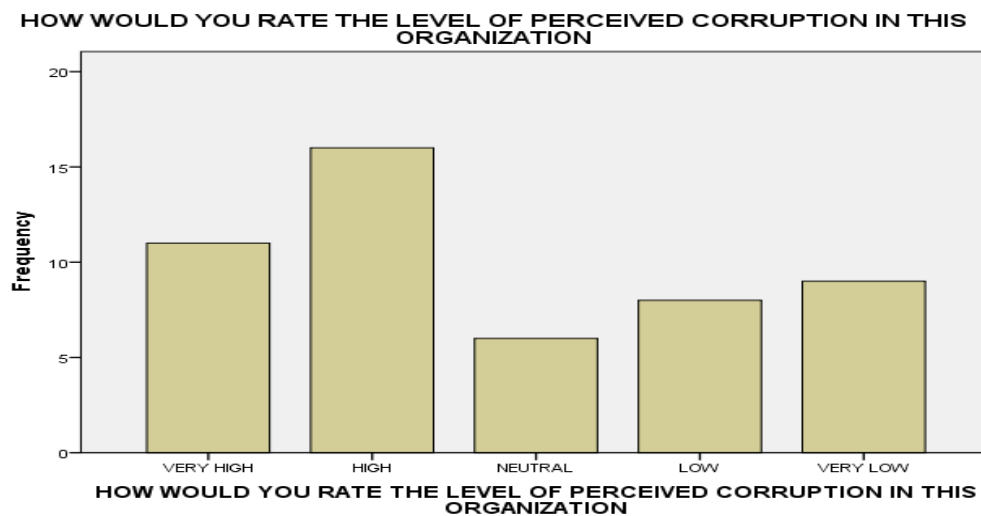
HOW WOULD YOU RATE THE LEVEL OF PERCEIVED CORRUTION IN THIS ORGANIZATION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VERY HIGH	11	22.0	22.0	22.0
	HIGH	16	32.0	32.0	54.0
	NEUTRAL	6	12.0	12.0	66.0
	LOW	8	16.0	16.0	82.0
	VERY LOW	9	18.0	18.0	100.0

	Total	50	100.0	100.0	
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Source: Field Survey 2022

The table above shows the respondents views on how they rate the level of perceived corruption at their organization. Out of the 50 respondents, 11 respondents said the perceived corruption at the organization is Very High, representing 22, 0 percent 16 said high, representing 32.0 percent. 6 respondents were neutral to the statement, representing 12.0 percent, while 8 said the perceived corruption is low, with 9 also saying very low, representing 16.0 and 18.0 percent respectively. This is shown in the figure below.

FIGURE 4.2 2 Rating the level of perceived corruption in the organization



Source: Field Survey 2022

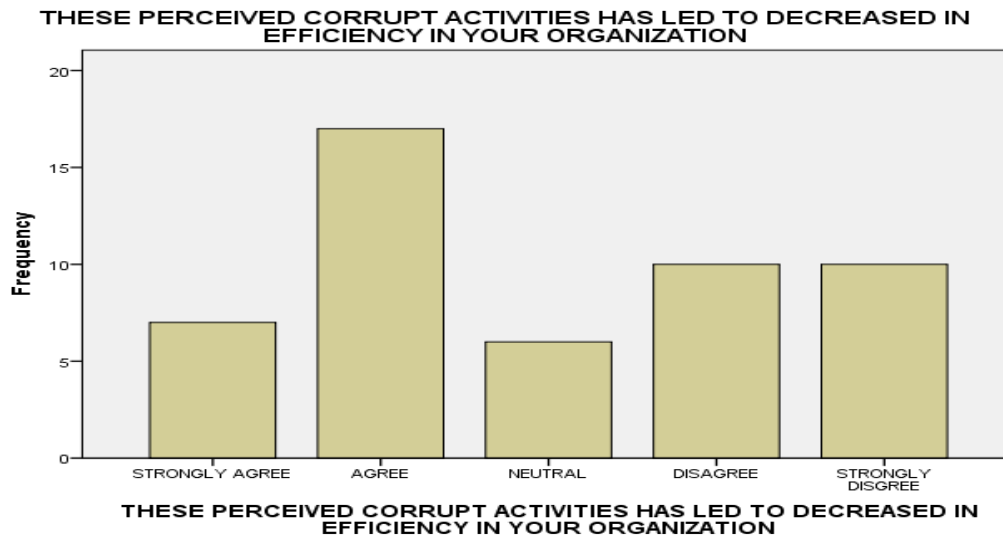
TABLE 4.2 3 Perceived Corrupt activities has led to decreased in efficiency in this organization

THESE PERCEIVED CORRUPT ACTIVITIES HAS LED TO DECREASED IN EFFICIENCY IN YOUR ORGANIZATION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	7	14.0	14.0	14.0
	AGREE	17	34.0	34.0	48.0
	NEUTRAL	6	12.0	12.0	60.0
	DISAGREE	10	20.0	20.0	80.0
	STRONGLY DISGREE	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above also shows respondents’ views on whether perceived corrupt activities has led to decreased in efficiency in the organization. Out of the 50 respondents, 7 respondents strongly agreed to the statement, representing 14.0 percent. 17 respondents agreed to the statement, representing 34.0 percent. 6 of the respondents were neutral to the statement, representing 12.0 percent. 10 respondents disagreed to the statement, representing 20.0 percent while 10 respondents also strongly disagreed to the statement, representing 20.0 percent.

FIGURE 4.2 3 Perceived Corrupt activities has led to decreased in efficiency in this organization



Source: Field Survey 2022

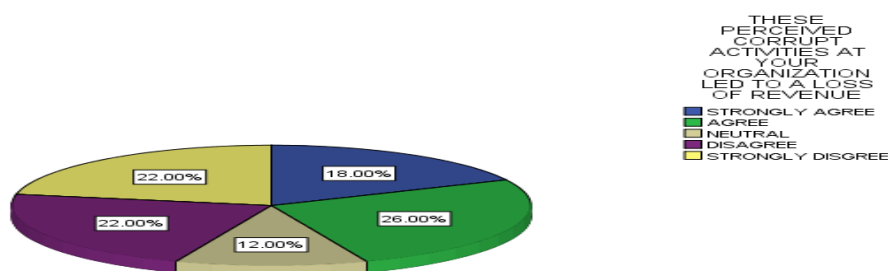
TABLE 4.2 4: The perceived corrupt activities at your organization led to loss of revenue

THESE PERCEIVED CORRUPT ACTIVITIES AT YOUR ORGANIZATION LED TO A LOSS OF REVENUE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	9	18.0	18.0	18.0
	AGREE	13	26.0	26.0	44.0
	NEUTRAL	6	12.0	12.0	56.0
	DISAGREE	11	22.0	22.0	78.0
	STRONGLY DISGREE	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above also shows respondents’ views on whether perceived corrupt activities has led to loss of **revenue** in the organization. Out of the 50 respondents, 9 respondents strongly agreed to the statement, representing 18.0 percent. 13 respondents agreed to the statement, representing 26.0 percent. 6 of the respondents were neutral to the statement, representing 12.0 percent. 11 respondents disagreed to the statement, representing 22.0 percent whiles 11 respondents also strongly disagreed to the statement, representing 22.0 percent. See the figure

FIGURE 4.2 4: The perceived corrupt activities at your organization led to of revenue



Source: Field Survey 2022

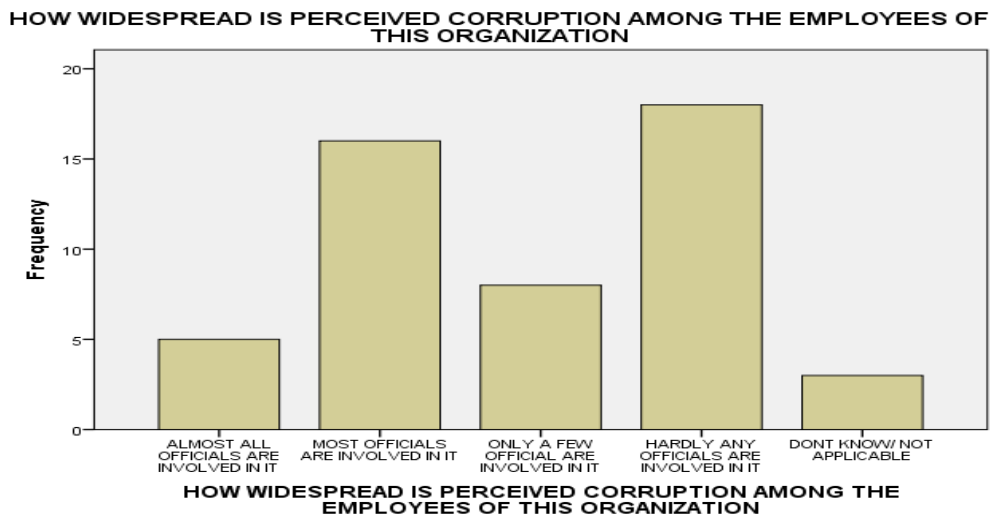
TABLE 4.2 5 How Widespread is perceived corruption among the employees of this Organization

HOW WIDESPREAD IS PERCEIVED CORRUPTION AMONG THE EMPLOYEES OF THIS ORGANIZATION		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ALMOST ALL OFFICIALS ARE INVOLVED IN IT	5	10.0	10.0	10.0
	MOST OFFICIALS ARE INVOLVED IN IT	16	32.0	32.0	42.0
	ONLY A FEW OFFICIAL ARE INVOLVED IN IT	8	16.0	16.0	58.0
	HARDLY ANY OFFICIALS ARE INVOLVED IN IT	18	36.0	36.0	94.0
	DONT KNOW/ NOT APPLICABLE	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above shows how widespread perceived corruption among employees at the organization. Out of the 50 respondents, 5 respondents said almost all officials are involved, representing 10.0. 16 respondents said most officials are involved representing 32.0 percent. 8 respondents said only few are involved, representing 16.0 percent. 18 respondents said hardly any official are involved in it, representing 36.0 percent. 3 respondents, said they don't know, representing 6.0 percent.

FIGURE 4.2 5 How Widespread is perceived corruption among the employees of this Organization



Source: Field Survey 2022

TABLE 4.2 6 Does perceived corruption affect the performance of employees in this Organization

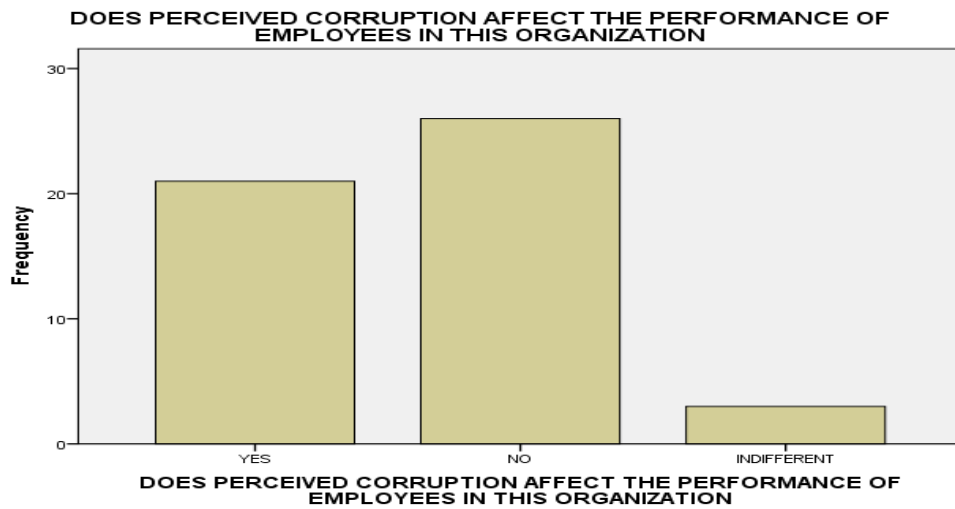
DOES PERCEIVED CORRUPTION AFFECT THE PERFORMANCE OF EMPLOYEES IN THIS ORGANIZATION		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	21	42.0	42.0	42.0

	NO	26	52.0	52.0	94.0
	INDIFFERENT	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above shows whether perceived corruption affect the performance of employees in the Organization. Out of the 50 respondents, 21 said yes to the statement, representing 42.0 percent. 26 respondents said No to the statement, representing 52.0 percent. This is shown in the figure below.

FIGURE 4.2 6 Does perceived corruption affect the performance of employees in this Organization



Source: Field Survey 2022

4.3: SECTION C: TO FIND OUT THE CONDITIONS THAT CONTRIBUTE TO CORRUPTION IN THIS ORGANIZATION

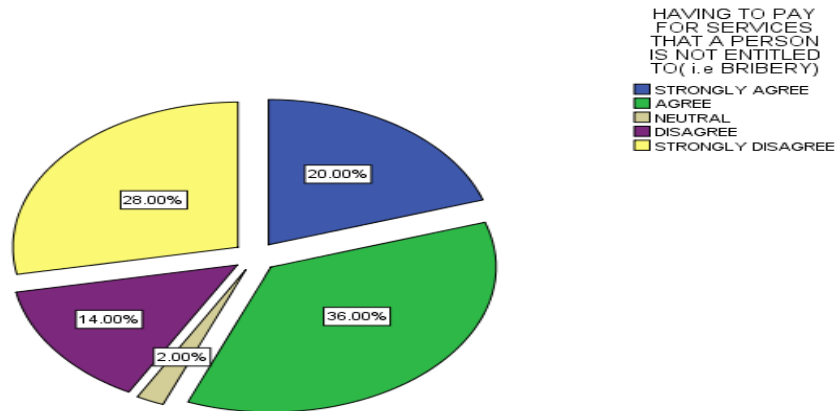
TABLE 4.3 1 Having to pay services that a person is not entitled to(Bribery)

HAVING TO PAY FOR SERVICES THAT A PERSON IS NOT ENTITLED TO(i.e BRIBERY)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	10	20.0	20.0	20.0
	AGREE	18	36.0	36.0	56.0
	NEUTRAL	1	2.0	2.0	58.0
	DISAGREE	7	14.0	14.0	72.0
	STRONGLY DISAGREE	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above also shows respondents’ views on whether Having to pay services that a person is not entitled to (Bribery) is one of the condition that contribute to corruption in the organization. Out of the 50 respondents, 10 respondents strongly agreed to the statement, representing 20.0 percent. 18 respondents agreed to the statement, representing 36.0 percent. 1 of the respondent were neutral to the statement, representing 2.0 percent. 7 respondents disagreed to the statement, representing 14.0 percent whiles 14 respondents also strongly disagreed to the statement, representing 28.0 percent. See the figure

FIGURE 4.3 1 Having to pay services that a person is not entitled to (Bribery)



Source: Field Survey 2022

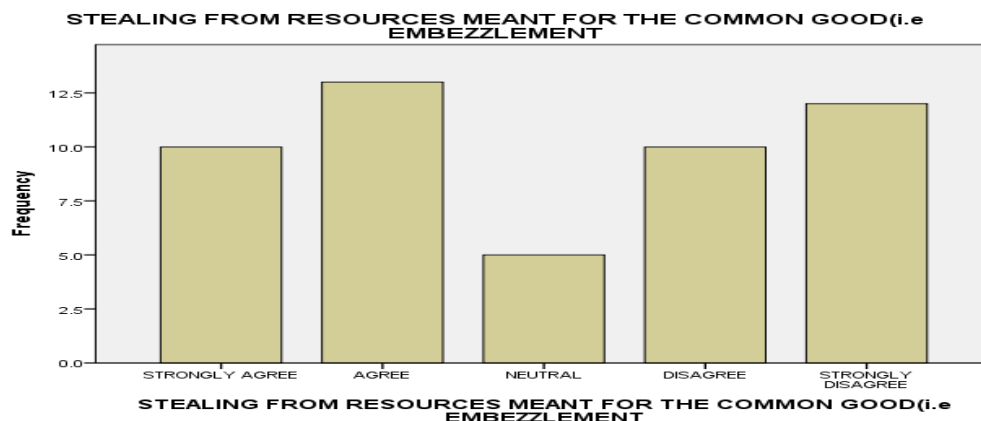
TABLE 4.3 2 Stealing from resources meant for the common good (Embezzlement)

STEALING FROM RESOURCES MEANT FOR THE COMMON GOOD(i.e EMBEZZLEMENT)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	10	20.0	20.0	20.0
	AGREE	13	26.0	26.0	46.0
	NEUTRAL	5	10.0	10.0	56.0
	DISAGREE	10	20.0	20.0	76.0
	STRONGLY DISAGREE	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above also shows respondents’ views on whether Stealing from resources meant for the common good (Embezzlement) is one of the condition that contribute to corruption in the organization. Out of the 50 respondents, 10 respondents strongly agreed to the statement, representing 20.0 percent. 13 respondents agreed to the statement, representing 26.0 percent. 5 of the respondent were neutral to the statement, representing 10.0 percent. 10 respondents disagreed to the statement, representing 20.0 percent whiles 12 respondents also strongly disagreed to the statement, representing 24.0 percent. See the figure

FIGURE 4.3 2 Stealing from resources meant for the common good (Embezzlement)



Source: Field Survey 2022

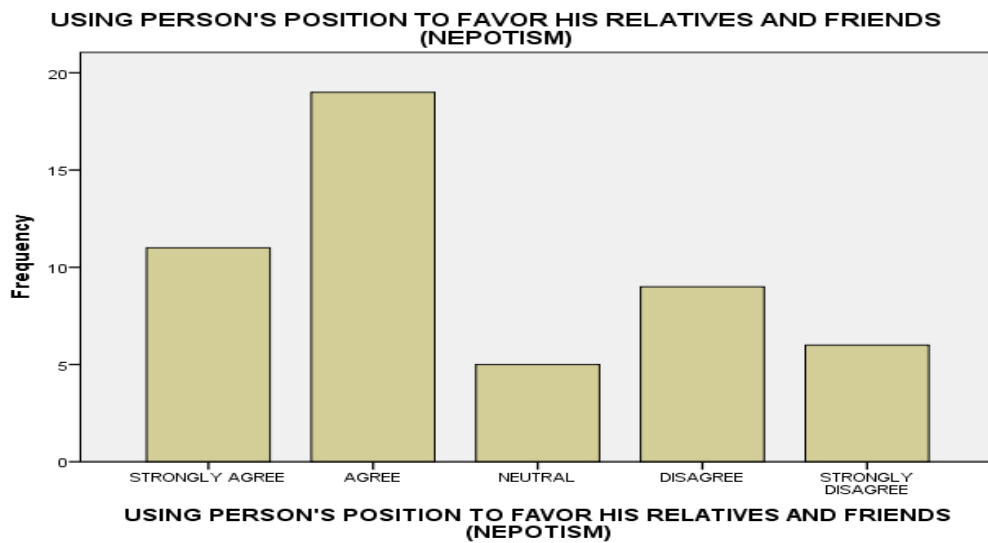
TABLE 4.3 3 Using person’s position to favor his relatives and friends (Nepotism)

USING PERSON'S POSITION TO FAVOR HIS RELATIVES AND FRIENDS(NEPOTISM)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	11	22.0	22.0	22.0
	AGREE	19	38.0	38.0	60.0
	NEUTRAL	5	10.0	10.0	70.0
	DISAGREE	9	18.0	18.0	88.0
	STRONGLY DISAGREE	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above also shows respondents views on whether using person’s position to favor his relatives and friends(Nepotism) is one of the condition that contribute to corruption in the organization. Out of the 50 respondents, 11 respondents strongly agreed to the statement, representing 22.0 percent. 19 respondents agreed to the statement, representing 38.0 percent. 5 of the respondent were neutral to the statement, representing 10.0 percent.9 respondents disagreed to the statement, representing 18.0 percent whiles 6 respondents also strongly disagreed to the statement, representing 12.0 percent. See the figure

FIGURE 4.3 3 Using person’s position to favor his relatives and friends (Nepotism)



Source: Field Survey 2022

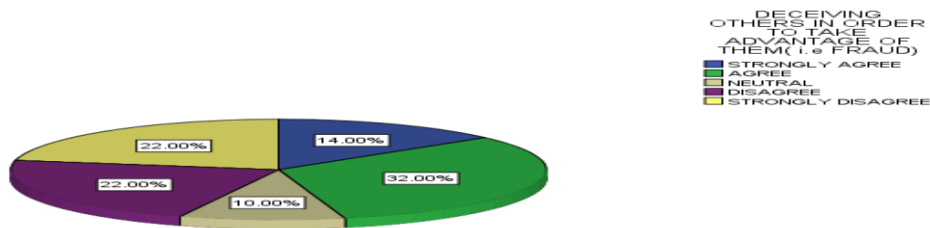
TABLE 4.3 4 Deceiving others in order to take advantage of them (i.e fraud)

DECEIVING OTHERS IN ORDER TO TAKE ADVANTAGE OF THEM(i.e FRAUD)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	7	14.0	14.0	14.0
	AGREE	16	32.0	32.0	46.0
	NEUTRAL	5	10.0	10.0	56.0
	DISAGREE	11	22.0	22.0	78.0
	STRONGLY DISAGREE	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above also shows respondents views on whether deceiving others in order to take advantage of them (i.e. fraud) is one of the condition that contribute to corruption in the organization. Out of the 50 respondents, 7 respondents strongly agreed to the statement, representing 14.0 percent. 16 respondents agreed to the statement, representing 32.0 percent. 5 of the respondent were neutral to the statement, representing 10.0 percent. 11 respondents disagreed to the statement, representing 22.0 percent while 11 respondents also strongly disagreed to the statement, representing 22.0 percent. See the figure

FIGURE 4.3 4 Deceiving others in order to take advantage of them (i.e fraud)



Source: Field Survey 2022

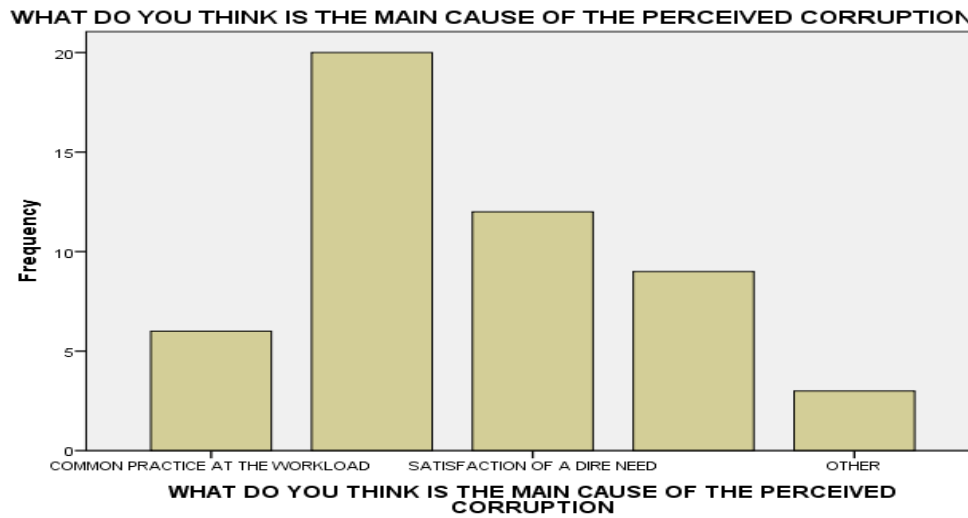
TABLE 4.3 5: What do you think is the main cause of the perceived corruption in this Organization

WHAT DO YOU THINK IS THE MAIN CAUSE OF THE PERCEIVED CORRUPTION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	COMMON PRACTICE AT THE WORKPLACE/PEER PRESSURE	6	12.0	12.0	12.0
	DESIRE TO GET RICH QUICKLY	20	40.0	40.0	52.0
	SATISFACTION OF A DIRE NEED	12	24.0	24.0	76.0
	PRESSURE FROM THE OTHER PARTY	9	18.0	18.0	94.0
	OTHER	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

From the table, respondents were asked what they think is the main cause of the perceived corruption at the organization. Out of the 50 respondents, 6 respondents said it is a common practice at the workplace/peer pressure, representing 12.0 percent, 20 respondents said, the dire to get rich quickly is the cause, representing 40.0 percent. 12 respondents said the satisfaction pf a dire need is the cause, representing 24.0 percent. 9 respondents said it is pressure from the other party, representing 18.0 percent, while only 3 respondents said other, representing 6.0 percent. See the figure

FIGURE 4.3 5: What do you think is the main cause of the perceived corruption in this Organization



Source: Field Survey 2022

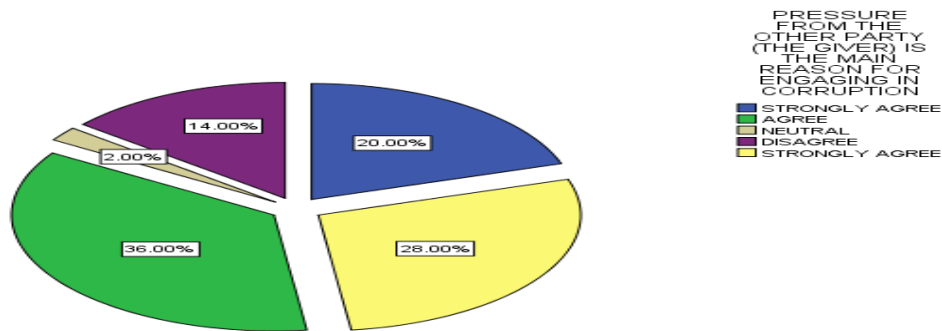
TABLE 4.3 6 Pressure from the other party (the giver) is the main reason for engaging in corruption

PRESSURE FROM THE OTHER PARTY(THE GIVER) IS THE MAIN REASON FOR ENGAGING IN CORRUPTION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	10	20.0	20.0	20.0
	AGREE	18	36.0	36.0	56.0
	NEUTRAL	1	2.0	2.0	58.0
	DISAGREE	7	14.0	14.0	72.0
	STRONGLY AGREE	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above also shows respondents views on whether pressure from the other party(the giver) is the main reason for engaging in corruption is one of the condition that contribute to corruption in the organization. Out of the 50 respondents, 10 respondents strongly agreed to the statement, representing 20.0 percent. 18 respondents agreed to the statement, representing 36.0 percent. 1 of the respondent were neutral to the statement, representing 2.0 percent. 7 respondents disagreed to the statement, representing 14.0 percent whiles 14 respondents also strongly disagreed to the statement, representing 28.0 percent. See the figure

FIGURE 4.3 6 Pressure from the other party (the giver) is the main reason for engaging in corruption



Source: Field Survey 2022

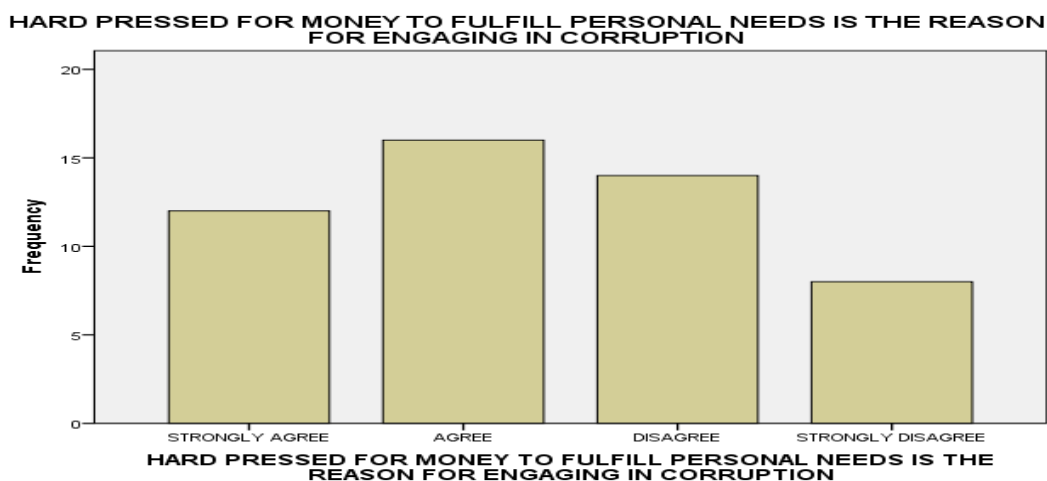
TABLE 4.3 7 Hard pressed for money to fulfill personal needs is the reason for engaging in corruption

HARD PRESSED FOR MONEY TO FULFILL PERSONAL NEEDS IS THE REASON FOR ENGAGING IN CORRUPTION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	12	24.0	24.0	24.0
	AGREE	16	32.0	32.0	56.0
	DISAGREE	14	28.0	28.0	84.0
	STRONGLY DISAGREE	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey 2022

The table above also shows respondents’ views on whether hard pressed for money to fulfill personal needs is one of the condition that contribute to corruption in the organization. Out of the 50 respondents, 12 respondents strongly agreed to the statement, representing 24.0 percent. 16 respondents agreed to the statement, representing 32.0 percent. 14 respondents disagreed to the statement, representing 28.0 percent while 8 respondents also strongly disagreed to the statement, representing 16.0 percent. See the figure.

FIGURE 4.3 7 Hard pressed for money to fulfill personal needs is the reason for engaging in corruption



Source: Field Survey 2022

4.4 SECTION D: TO ANALYZE THE RELATIONSHIP BETWEEN PERCEIVED CORRUPTION AND ADMINISTRATIVE PERFORMANCE

The preceding chapter discussed the feasibility of using a qualitative research design as the methodological approach for the study, which aims to analyze the relationship between perceived corruption and administrative performance. This section of the analysis focuses on giving an analysis of qualitative data collected in the field using an open ended questionnaires or interview guide. It is motivated by the desire to obtain answers to the late research questions that underpin this study, as well as the requirement to meet the study's objectives through accurate interpretations. The study polls a wide range of people to get a diversity of perspectives on the following questions

4.4.1 How does perceived corruption affect your output in this organization

The goal of the question was to uncover how perceived corruption affect the output of the employees. In response to this key question or objective. During interviews with respondents, the study analyzed some of their narratives on the basis of how perceived corruption affect their output. A considerable percentage of those polled believe that most of the perceived corruption affect them greatly. Some of the respondents in making some solid points on the fact that perceived corruption affect their output expressly noted that: Some of the Respondents (*“Perceived corruption does not motivate the staff to work beyond their strength”. it does not ensure the smooth running of the organization in respect to their duty execution”* *“it tarnishes the image of the organization, which makes it very hard to give out your best. It retards business activities on a day to day administrative work, hence reduction in the profit of the organization due to low productivity*

It has affected my output, I am not working willingly and wholeheartedly again.

4.4.2 Give ways perceived corruption can be dealt with to ensure great performance.

The goal of this question was to uncover ways perceived corruption can be dealt with to ensure great performance. In response to this key question or objective. During interviews with respondents, the study analyzed some of their narratives on the basis of ways perceived corruption can be dealt with to ensure great performance. A considerable percentage of those polled believe that there are ways to deal with such issue. Some of the respondents in making some solid points on the fact that perceived corruption affect their output expressly noted that:

Some of the Respondents *“Employees who are involved in such an act should be suspended”*

“They should strictly follow the code of conduct of the organization and apply the appropriate sanction”

“The organization should pay the employees well”

“Enforcement of rules and regulations”

“Employees should not copy bad attitudes of their colleagues “The management of the organization should be transparent”

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.0 INTRODUCTION

The outcomes of the data received from respondents via questionnaires are discussed in this chapter. The research questions and objectives are answered by the outcomes. This chapter also contains the study's summary, recommendations, and findings.

5.0 Summary

The study's goal was to assess the effect of perceived corruption on administrative performance, utilizing the Driver and Vehicle Licensing Authority (DVLA) as a case study. The initial goal was to analyze the impact of corruption on administrative Performance. Second, to find out the conditions that contribute to corruption at DVLA in Ghana. Third, to analyze the relationship between corruption and administrative performance. With a sample size of 50 respondents, the study area was Driver and Vehicle Licensing Authority (DVLA). In order to acquire the necessary information, face-to-face questionnaires were administered to the selected sample. To reflect and answer the study questions and goals, data was manually assessed and categorized into emerging and related subjects.

5.1 FINDINGS

From the analysis of the data collected from the field for this study, as presented in this chapter, the major findings that emerged are as follows:

5.1.1 To analyze the impact of corruption on administrative Performance in Ghana.

- a. The study discovered that there is some event of perceived corruption at DVLA which sometimes has an impact on employees and their performance. According to the study Corruption at the DVLA has erodes faith in the organization ability to act in the country's best interests.
- b. The study also found that, the level or rate of perceived corruption at the DVLA is very high, this is evidence from the analysis section, where respondents were asked to rate the level of perceived corruption at their organization. Out of the 50 respondents, 11 respondents said the perceived corruption at the organization is Very High, representing 22.0 percent 16 said high, representing 32.0 percent. 6 respondents were neutral to the statement, representing 12.0 percent, while 8 said the perceived corruption is low, with 9 also saying very low, representing 16.0 and 18.0 percent respectively.
- c. The study also found that, the perceived corruption has led to decreased in efficiency, loss of revenue and low productivity on the part of employees at DVLA.

5.1.2 To find out the conditions that contribute to corruption at DVLA in Ghana.

According to a research study, the following elements have been identified as causes of corruption: Money greed and desires, having to pay for services that one is not entitled to (bribery), stealing from resources meant for the common good (embezzlement), using one's position to favor relatives and friends (nepotism), and deceiving others in order to take advantage of them (i.e. fraud) are all conditions that contribute to corruption at the DVLA. The study also found out that, the desire to get rich quickly and Hard pressed for money to fulfill personal needs is the reason for engaging in corruption are one of the key conditions that contribute to corruption at DVLA.

5.1.3 To analyze the relationship between corruption and administrative performance.

According to the study, perceived corruption affects the impact of the DVLA's various financial assistance initiatives because money is "lost somewhere along the way" and does not reach those who need it or for the purpose for which it is destined, and because economic rewards deduced from corruption are not taxable because they are hidden. The organization loses a chunk of its earnings as a result of corruption. The study also found out that perceived corruption demotivate the employees to give their best for the organization.

It retards business activities on a day to day administrative work, hence reduction in the profit of the organization due to low productivity

5.2 Recommendation

The following suggestions are given based on the findings of this study:

1. Employees should be trained, attend conferences and seminars to better understand the bad aspect of engaging in corruption, according to the report, because education and awareness are crucial to minimizing corruption.
2. The study also recommends that, monitoring department should be established to check these corrupt activities.
3. The study also recommends that management should be transparent, pay the workers well and offer them motivational packages to ensure they live well.
4. Future research should broaden the scope of the study, according to the findings. To further analyze many aspects of this subject, more theoretical and empirical research is suggested.

5.3 CONCLUSION

This paper contributes to the growing body of research on corruption by giving objective support on the consequences of perceived corruption on administrative performance. Corruption has a significant detrimental influence on corporate performance and sustainability, according to this study, which used a DVLA as a case study. Corruption is also found to be more destructive to businesses, according to the report. This is likely owing to the fact that in a corrupted environment, enterprises with inadequate funds, business skills, and experience may be subjected to disproportionately high costs and risks, resulting in poor performance and a higher probability of failure. Corruption has a bigger detrimental influence on the performance and survival of many companies, according to the study.

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