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Corruption in Selection Process: Experiences of Employees in Kebbi State: Zuru Local Government in Focus

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Abstract
Nigeria has become one of the countries in the world with a long history of corruption. Corruption is found in every aspect of Nigeriansociety and is believed by some people that this attitude is becoming a culture (way of life of people) and hasa long-time effect on Nigerians. Using primary and secondary data, this study examines the rate and issues of corruption in the selection of candidates for the Nigerian civil service, particularly in Kebbi state. Following primary and secondary research the study identifies the main principal causes of corruption which include among the following, bad leadership, poor reward system, and political, religious, and ethnic affiliations. The results of the study found a strong negative correlation between the merit on selection process and the rate of corruption (r= -0.78). It also outlines some major effects of the wrong selection of candidates because of corruption not only on individuals or on societies but also tarnishes the image of the country before the international communities, and on the other hand, produces low productivity and profitability in organizations. Similarly, suggestions on how to curb the menace of corruption were offered, such as initiating some possible measures that re-direct the thinking of the general public at all levels to strictly adhere to the law of the land, and design a system that punishes culprits, regardless of his/her political affiliation, sex, ethnic, region or religious origin, etc. There is also a need for re-orienting the citizens on the importance of honesty, respect, promise-keeping, excellent and accountability as one of the key ways of curbing corruption.

Keywords: *Corruption, Selection process, employee experiences, Nigeria*

I. Introduction

Although, Nigeria is blessed with abundant natural resources and is the most populous country in Africa, butis governed by corrupt leaders. Corruption is a common word used by both adults and children because is found in every aspect of Nigerian society. It is believed some people that the monster is becoming a way of life for people, and its effects on individuals and organizations do badly than good educationally, politically, and economically (David, 2012). Corruption is an anti-social behavior that is rapidly increasing. In recent years, for instance, conducting a reliable and protected selection process has become a challenging task in most organizations in Nigeria, being it private or public (Taukek, 2004).

The issue of corruption in the selection procedure is a primary concern of the management of organizations as well as scholars to provide a suitable strategy that will create possible ways through which the best candidates are considered

In Nigeria today, perhaps the greatest challenge to the management of organizations is the scarcity of inventive and innovative workers, in which success or failure of any organization is attributed to the caliber of its workforce, and the quality depends mostly on how the selection exercise is conducted (Okoye, 2004). Shimawua (2020), perceived that selection is an activity used to get an adequate number of the right candidates at the right time from the right places. The sustainable development plan also emphasizes on "*providing practices to organizations that might be used to educate selection practitioners to get full and productive employees that will promote lifelong learning opportunities for all" (Aniekan, Dauda, Isaac&muhammed, 2020)*

Christopher (2013), opined that the selection process is a crucial and necessary thing that every organization considers the bedrock for achieving what it set to achieve. As vacancies always exist,therefore, qualified applicants must be selectedto fill in the existing vacancies.

The main objective of this research paper is to critically assess the relationship between corruption and selection process in different organizations in zuru emirate and create a standard that will minimize the involvement of corruption in selection process. Specifically, the objectives are; i) to evaluate the nature of selection process in the area of study, ii) to evaluate the selection pattern and how it affects job performance, iii) to design a strategy for implementing a merit-based procedure in staff selection in the study area. Finally, this research paper made some recommendations on how to make a sound selection process with a view to enhancing organizational performance.

2:1Definition and Meaning of Corruption

Corruption is an act of doing something with the intent to procure some benefits either personally or for someone else, which normally violates the basic principles of civil service regulations and the rights of others (Ogbeidi, 2012). Agatiello (2010), argued that corruption is a deliberate action or abuse that goes contrary to the normal fitting or accept responsibility of public function towards private objectives of economic, social, or political benefits. Dung (2004), supported that, corruption can be termed as any form of behaviour or interaction that is egoistic and self-centred. Farooq and Brooks (2013), argued that corruption to a large extent ranges from breach of trust, and abuse of position to embezzlement which as a result violates the normal civil service regulations. Therefore, a change in the attitude of people is needed towards corruption appears to be a major problem that is seen as an obstacle to areas of the economic, socio-cultural, educational, political, and religious development of the country. Because of corruption in most organizations in the area of study, there have been a series of reported cases, which are publicly recognized and led to the loss of a significant amount of lives and properties. Others include lack of adequate supervision and ineffective systems which no doubt ruins the Nigeria civil service in no small measure such things include, as ghost worker syndrome, payroll fraud, etc

Therefore, any form of behaviourthat deviates from the normal responsibilities of public expectations because of personal gainsis considered corruption. Such actsand behaviourssuch as bribery involve the use of a gift to influence judgment or decision. Nepotism involves favouring a person because of a bounding relationship rather than merit and misappropriation also involves the use of public resources in a manner that contradicts the principles of civil service just for personal gains (Shehu, 2004)

Feisal (2009), has argued that corruption in Nigeria has formed a vicious cycle in which everyone is directly or indirectly involved, either as a doer or a victim of it. The so-called, "vicious cycle" which was deliberately formed seems to have been planned, promoted, and carried out by the elite class for whom the general affairs of the country are vested on them. The executive, legislative, and judiciary are the three arms of government charged with the responsibility of making, signing, and interpreting the law respectively have failed to take the nation to its greater height despite its abundant human and natural resources.

Idris (2013), supported the argument by citing an example that corruptors are publicly seen and found both in private and public organizations. Notably, there has not been any serious effort taken by the past and present governments to dare punish the offenders. This lukewarm attitude denies millions of Nigerians from getting what is supposedto be providedfor the good of societies, such as electricity, water supply, road network, adequate health care policy, education, etc.

2:2Concept of Selection

The selection process is an activity periodically done in which suitable applicants are chosen from the group of applicantsby some specific instruments. This is because, to make sure that only candidates that have possessed outstanding qualities needed in an organization are considered to take up the jobs (Babarinde, 2021). Odor et al. (2019),supported the argument that selection can be seen as a process in which candidates based on their performance are assessed and chosen using defined conditions. A non-biased selection, therefore, intends to provide organizations with efficient and effective manpowerdevelopment that will improve the quality of the workforce. Therefore, the availability of competent, effective, and efficient employees always gives the best results in the organization. Similarly, selecting people who are wrong for the organization can produce long-term negative effects, such as high training costs, loss of organizational reputation, and accounts for low productivity and profitability.

Ballantyne (2009) cited in Ray and Gary (2010), added that selecting workers in an organization is not only done to replace different existing positions, because of employees that either retired or tired from the service but to large extent aims at demonstrating a sense of maturity, commitment to work and real application of expertise as to guarantee quality production and profitability

CIPD (2007), in its report, noted that conditions need to mirror the responsibilities and requirements of the job along with the skills, knowledge, attitudes, experience, qualifications, and personal qualities that are necessary to perform the job effectively. Therefore, selection plays a

very important role in shaping an organization`s effectiveness and performance.

The selection process is a very essential ingredient that every organization needs to take with a high level of seriousness to avoid choosing people who lack the necessary skills, competencies, attitudes, and expertise needed in an organization. However, selection the final process of getting sound employees is enveloped with many factors like sectionalism, religion, political consideration, sex, and among others, which as a result caused the economic development of the country not to be marked by some significant movements (Princewill, 2015)

2:3 Influence of Corruption in the Selection Process

In Nigeria today, one of the greatest challenges facing organizations is the caliber of incompetent workers found working. Corruption plays a greater role in selecting applicants, which includes nepotism, sectionalism, ethnicity, religious consideration, and political differences among others. The role of corruption in selection if not properly managed in turn yields low productivity in all sectors of human endeavor. Corruption is very common among officeholders who consciously divert public properties for their benefit without minding what it will cause to society. It is a known fact that such bad behavior destroys a nation's economic, social, political, and religious development (Feisal, 2009).Okafor (2013), supported the argument that corruption is a menace in any country of the world, politically, economically, educationally, religiously, and culturally whichdestroys the moral fabric of any society with a wide range of negative effects. Tanzi (1998) in Danon (2011), added that corruption is an intentional process usually engaged by some corrupt individuals to siphon public property for selfish ends. By so doing, it violates the ethics of any given services in organizations. Adebayo (2004) cited in David (2012), explained that corruption in the selection process is going through the application of regional, religious, political, or gender differences. This negative influence of corruption produces low productivity because candidates with lower grades, and who performed wonderfully or badly are favored over those with higher grades and with excellent performance.

Omisore and Okofu (2014),argued thatthe selectionof applicants is a crucial process, but it ends up favoring candidates of their interest rather than those found with prerequisite skills.Lavigna and Hays, (2004), explained that any organization desires to design objectives to be accomplished so, as to provide services that are effective and efficient. Therefore, the extent to which a particular organization performs largely depends upon a competent cadre of civil servants. This has always been un-doubtable, but the issue of corruption in the selection process in Nigeria hascreated a serious wound in almost all aspects of national life.

Princewill (2015), stated that the selection process is a significant part that determines the success or failure of any organization. The selection processis characterized by the number of problems that need to be carefully handled with all levels of seriousness. Ethics of civil service is being abused by organizations, which is why lots of problems on how to provide available talentsare sabotaged by mounting pressure coming from within and outside the organization to favor candidates that have some alliances with important dignitaries, being it religious, political, regional or tribal connections (Yaro, 2014, cited in Omisore and Okofu, 2014).

Bridget (2000), supported the argument that problems identified in different organizations in Nigeria can be traced to the high level of corruption and clear absence of respect for ethics, especially when it comes to the issue of the selection process. Therefore, the selection of successful candidates lacks some degree of commitment and social justice.

2:4**Effects of Poor Selection Process via Corruption**

Tanzi(1995) in Brown (2005), discovered that corruption has gone through the Nigerian civil service, which changed its designed policies and refused development to take place in different organizations. For this reason, capital projects awarded are not to the quality level, and official figures are being manipulated day in and day out. It was also noted that sources of revenue generation that are used to implement government policies and actions are being hijacked by some corrupt individuals that run the system and make things difficult for everyone in the society

Ikharehon and Omoregie (2015), explained that selection of applicants into the Nigerian civil service, because of corrupt practices has caused more harm than good, as its effects have not been insignificant. Such as, misuse of natural resources, good road network, fuel scarcity, and incompetent leadership. Others include inadequate power and water supply, falling standard of education, high unemployment rates, and mass spread of poverty, which as a result tarnishes the image of the country, especially in the international communities. The effects have no doubt caused much damage to national life such as under-development of basic infrastructure, misuse of natural resources, good road network, fuel scarcity, and incompetent

leadership. Others include inadequate power and water supply, falling standard of education, high unemployment rates, and mass spread of poverty, which as a result tarnishes the image of the country, especially in the international communities. Tina and Nnabuko (2013) maintained that corruption is the major thing that caused Nigerian society to lose its reputation nationally and internationally, thereby damaging the socio-economic and political aspects of the country.

Nigeria is a society where its citizens lack national morale because leadership failed to provide the needed infrastructure, like adequate power and water supplies, quality education, provision of employment, and integration/promote peace movement among its societies. Abject poverty has deliberately planted through which its effects did not only cause under-development but also created rivalry and conflicts among Nigerians. Honesty and a culture of patriotism are often considered old ways or out-fashion. This has, in no small measure promoted to some certain extent the high degree of bribery and corruption among Nigerians without sympathy and empathy forthose who suffer. Similarly, selecting people who are wrong for the organization can produce long-term negative effects, such as high training costs, loss of organizational reputation, and accounts for low productivity and profitability (Idris, 2013)

Even though corruption practices may vary from one society and another or one country and another. Nigeria and Kebbi state in particular lagged especially in the area of technological and industrial development, despite their abundant human and natural resources.A country that has these available resources stands a chance of providing the basic needs that make life better. In a situation where the effort is denied by the officials of the society through the application of corrupt practices, the effects can be disastrous not only for the masses but for the nation at large (Okafor (2013). Tina and Nnabuko (2013), have explained that due to poor selection process in Nigeria and coupled with bad rules, lack of ethical standards cut across organizations, and extended family pressures do more harm than good to the national life. This is because the caliber of people recruited to work in different organizations is agents of their godfathers.

Idris (2013), supported the argument that corruption is wrongdoing practiced by those in a position of trust and devise ways of influencing decisions to elect candidates of their interest are more often than not recommended for employment whether such candidates are capable of offering the services or not. Because of this, organizations do account for low productivity and profitability.

3 **Methodology**

A descriptive survey design was used in this study. The surveywas used because it aims at primarily describing, observing, and documenting a situation as they occur rather than explaining them. The design has the advantage of producing the high-quality amount of responses from a wide range of people and it involves extracting information from a large number of individualsusing the same set of questions through personal contact (Adimonyemma, Akachukwu&Igboabuchi, 2018). The selection of a samplefrom the larger population was in a deliberate manner to have a fair representation of participants to answer the research questions.

Because of this, the total number of employees chosen from six (6) different federal, state, and local government-owned organizations as potential participants count to 107 as sample size.This is to create convenience where the participants (employees from the chosen organizations) shared their experiences on how corruption plays a greater role in the selection process in the study area.In the same way, this research chose to use a quantitative approach where a questionnaire and personal observations are used. Harwell (2012), claimed that the quantitative approach is an attempt to maximize objectivity, reliability, and generality of findings where the expectation is that the researcher sets aside experiences, perceptions, and biases to ensure objectivity in the conduct of the study and conclusions to be drawn.

The selected participants from Federal Technical College, Zuru receivedtwenty-five (25) questionnaires, whereas the Federal University of Agriculture Zuru, had twenty-five (25) questionnaires.While, Army Day Secondary School, Zuru, received fifteen (15) questionnaires, Nigeria Correctional Services, Zuru, received fifteen (15) questionnaires, and others are,DantuduGomo Model Primary School, Zuru, had fifteen (15) respondents, Mama Arziki Comprehensive Secondary School, Zuruhad twelve (12) respondents

Therefore, the researcher considered the population size of each organization before allocating the number of questionnaires to fill. The questions required the respondents to answer thus;the yes or no option. The questionnaires were administered personally. After the data collection, the data were analyzed using frequency and percentage. Statistical package and service selection (spss)was used to analyze the association between the rate of corruption and level of merit, productivity, and Interference of religion and ethnicity in the selection process based on Pearson correlation analysis.

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4.Results and Discussions

The resultscollected from the study area are presentedand the findings were discussed.

4.1 Time of Selection Exercise

The table presents detailed results on when the selection exercise takes place. It showed that 79.5% of the respondents reported that it takes place when the need arises, 11.2% said it is periodically, and 9.3% agreed that it takes place annually. This indicates that the majority of the respondents are of the view that the selection process is done when vacancies exist. This agreed with the findings that, the Nigeria civil service is a dynamic structure, which operates based on designed rules and regulations and has often been reviewed to meet the current needs of the society to provide for future requirements (Omosore and Okofu, 2014). The reason was that the officers were charged with the responsibility of selecting candidates to adhere to the rules and regulations of the exercise

Table 4:1: Time of Selection Exercise

Variable	Frequency	Percentage
Periodically1211.2		
Annually	10	9.3
When the need arises	8579.5	
Total	107100	

Source: Field Survey Data, 2022

4.2 Rate of Corruption in the Selection process

The table2 indicated that 71% of the respondents agreed that corruption always plays a greater role in the selection of candidates for the Nigeria civil service, and 18.7% reported that corruption in the selection of candidates is sometimes applied. While 10.3% of the respondents maintained that, corruption in the selection process is not applied. The results show the majority of the respondents think that corruption always plays a greater role in the selection process for the Nigeria civil service. Rajikumar and Swaroop, (2008) cited in Feisal (2009) have agreed with the findings that, corruption in Nigeria has formed a vicious cycle in which everyone is directly or indirectly involved, either as a doer or a victim of it. The "vicious cycle" deliberately formed has been planned, promoted, and engaged by the elite class to whom, the general affairs of the country are vested in them. Corruption is a menace that does not know boundaries, culture, or society, and no one is immunized against it (David, 2012). The influence of corruption in the selection of candidates for the Nigeria civil service has no doubt, reached an alarming stage and had created a serious wound in almost all aspects of national life. The reason may not be far from the fact that people deviate from the normal duties and responsibilities of public roles, which as a result, violates the ethics of selection of candidates in most organizations in Nigeria

Table 4:2: Rate of Corruption in the Selection process

Variable	Frequency	Percentage
Always	76	71.0
Sometimes	20	18.7
Not at all	11	10.3
Total	107	100

Source: Field Survey Data, 2022

4.3 Rate of Interference of Religion and Ethnicity in the Selection Process

The table showed that 83.2% of the respondents agreed that, the selection of candidates into the Nigeria civil service is interfered with by religion and ethnic considerations, and 9.3% of the respondents revealed that, the selection process sometimes interferes with religion and ethnicity syndromes. While, 7.5% of the respondents shared that, the selection of candidates into the Nigeria civil service is not at all interfered with religious and ethnic factors. Adebayo (2004) cited in David (2012), agreed with the findings that, the recruitment and selection process is usually carried out through the application of regional, ethnic, religious, and political or gender differences. The reason behind this could be attributed to the fact that most organizations refused to adhere strictly to the laid down principles and guidelines of the selection process. Generally, candidates that performed

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poorly in the screening exercise are offered jobs than, those who performed better, just for religious or ethnicity considerations.

Table 4:3: Rate of Interference of Religion and Ethnicity in the Selection Process

Variable	Frequency	Percentage
Sometimes	10	9.3
Always	89	83.2
Not at all	8	7.5
Total	107	100

Source: Field Survey Data, 2022

4.4 Level of Merit Consideration in the Selection Process

From the table, the results revealed that 64.5% of the respondents said that, merit is sometimes considered in the selection of candidates, while, 24.3% of the respondents maintained that, merit-base is always considered in the selection of candidates in Nigeria's civil service. While, 11.2% of the respondents reported that, merit-based, is not at all considered in the selection process. The results above showed that the majority of the respondents are of the view that merit in the recruitment and selection process is sometimes considered. Fashoyin (2005) cited in Christopher (2013), supported the findings that the selection process is cripplingly influenced by the existing relations between those charged with the responsibility of conducting the exercise and the applicants on the other hand, rather than by objective assessment of creditable candidates on the jobs. Shehu, (2004), added that favouring a person because of a bounding relationship rather than a merit-based, one appears to be common and misappropriation that also involves the use of public resources in a manner that contradicts the principles of civil service, just for personal gains. Similarly, it is important to select candidates that have more regard for good morals than for great abilities (Agatiello, 2010). Whom you know, what you have, or what you offer stands to secure a candidate a job. It is, attributed to a lack of fairness and social justice by those charged with the responsibility of selecting candidates.

Table 4:4: Level of Merit Consideration in the Selection Process

Variable	Frequency	Percentage
Sometimes	12	11.2
Always	26	24.3
Not at all	69	64.5
Total	107	100

Source: Field Survey Data, 2022

4.5 Measurement of Productivity in the Selection Process

From the table, the results revealed that 33 respondents representing 30.9% shared their views that, emphasis on certificate presentation is sometimes used as a yardstick to measure productivity in the selection process. While, 52.3% reported that, emphasis on certificates is, always used as a standard to measure productivity in the selection process. Similarly, 16.8% said, emphasis on certificates is not at all, used as a yardstick to measure productivity in the selection process.

In this, the results indicated that the majority of the respondents are of the view that, emphasis on certificate presentation is always used as a yardstick to measure productivity in the selection process into the Nigeria civil service. This agreed with the findings that, People usually enter into the civil service to maximize any opportunity for self-satisfaction rather than put the best possible for an organization to mark progress (Shehu, 2004).

The selection process is usually carried out, in such a way that, those charged with the responsibility to choose the right candidates to fill in the vacant position, place their interests ahead of the objectives of the organizations for which they work. Similarly, professionalism, accountability, and placement of candidates into the Nigeria civil service used to be abused, which as a result decreases the level of productivity and profitability in organizations

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Table 4:5: Measurement of Productivity in the Selection Process

Variable	Frequency	Percentage
Sometimes	3330.9	
Always	5652.3	
Not at all	18 16.8	
Total	107	100

Source: Field Survey Data, 2022

4.6 Factors Affecting Selection Process

Results of this table indicated that 14% of the respondents considered political affiliation as one of the factors affecting the sound selection of candidates into the Nigeria civil service, 16.8% blamed bad leadership, and 3.7% respectively reported that poverty is among the factors affecting the selection process. While, 65.5% representing 70 respondents the majority agreed that, political affiliation, bad leadership, and poverty are among the factors affecting the selection of candidates into the Nigeria civil service. Farooq and Brooks (2013), agreed with the findings that, corruption appears to be a major factor that is seen as an obstacle to areas of the economic, sociocultural, educational, political, and religious development of the country. Feisal (2004), also supported the findings that the selection of applicants is characterized by nepotism, sectionalism, ethnicity, religious consideration, and political affiliation among others. Johnmary (2014), stated that development in Nigeria has been frustratingbecause, the leadership style has been characterized by some principal factors, caused as a result of corruption. It includesthe absence of a political will, un-progressive supervision culture, lack of proper accountability, high rate of poverty, negative socio-economic conditions, greed, and as well as anxiety to get rich in a quicker manner.

Lack of supervision and ineffective system by past and present governments failed to address such factors that hinder effective selection process.

Table 4:6: Factors Affecting Selection Process

Variable	Frequency	Percentage
Political affiliation	15	14.0
Bad leadership	18	16.8
Poverty	4	3.7
All of the above	70	65.5
Total	107	100

Source: Field Survey Data, 2022

4.7 Effects of Poor Selection Process

Results from the table indicated that 14% representing 15 respondents agreed that, a poor selection process causes low productivity, while, 30 respondents which marked 28% revealed that, a poor selection process causes indiscipline. Similarly, 1.9% reported that lack of patriotism in the discharge of duties is, caused by a poor selection process, while 56.1% representing 60 respondents agreed that, low productivity, indiscipline, and lack of patriotism are among the effects of poor selection of candidates into the Nigeria civil service. This agreed with the finding that, the lack of good and exemplary leadership, and national values by past Nigerian leaders at different times, had been destroyed without replacement by their successors (Ogbeidi, 2012). Similarly, Ikharehon and Omoregie (2015), agreed that a poor selection process in Nigeria as a result of corruption causes more harm than good as its effects have not been insignificant. The effects have caused a lot of damage to national life, such as under-development of basic infrastructure, like misuse of natural resources, good road network, fuel scarcity, incompetent leaderships. Others include, inadequate power and water supply, falling standard of education, high unemployment rates, mass spread of poverty which tarnishes the image of the country, especially in the international communities.

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Table4:7: Effects of Poor Selection Process

Variable	Frequency	Percentage
Low productivity	1514.0	
Indiscipline	30 28.0	
Lack of patriotism	211.9	
All of the above	6056.1	
Total 107	100	

Source: Field Survey Data, 2022

4.8 Measures taken to curb Corruption in Selection Process

The results from the table revealed that 15 respondents which marks 14% said that, strict adherence to the law is used as one of the measures to curb corruption in the selection of candidates into the Nigeria civil service. 6.5% of the respondents reported that imposition of punishment on culprits serves as a deterrent to others, while, 18.7% of respondents revealed that, exemplary leadership curbs corruption in the selection process. While, 65 respondents representing 60.8% the majority are of the view that, strict adherence to the law, imposition of punishment on culprits, and good leadership can be used to curb corruption in the selection of candidates into the Nigeria civil service. This aligned well with the findings that, due to the bitter experiences of corruption that Nigerians have had from the past, as a result of inappropriate application of selection strategies, there is a need to constructively adopt appropriate strategies to engage individuals and organizations (private and public) to help in fighting the monster (Okoye, 2004). Conventional or traditional laws should be provided to punish any corruptor to serve as a deterrent to others (Luo, 2002). So also, Idris (2013), suggested that there is a need to come out with a reform of the electoral system to create and allows credible elections and fair representation at all levels of government. Babarinde (2021), added that when candidates that have possessed outstanding qualities needed in an organization are chosen from a group of applicants through the use of specific instruments to take up the jobs can help to mark development.

Individuals, organizations, and governments at all levels have experienced several adverse effects of corruption such as; low productivity, indiscipline, lack of patriotism, and disunity among tribes, religions, races, etc. There is a need for collective efforts to tackle the menace of corruption in the selection of candidates for the Nigeria civil service

Correlation between the rate of corruption and level of merit, productivity, and Interference of Religion and Ethnicity in the selection process

Table4.8: Measures taken to curb Corruption in Selection Process

Variable	Frequency	Percentage
Strict adherence to the law	15	14.0
Imposition of punishment on culprits	7	6.5
Good leadership	20	18.7
All of the above	6560.8	
Total	107100	

Source: Field Survey Data, 2022

4.9 Correlation analysis between the rate of corruption and level of merit, productivity, and Interference of religion and Ethnicity in the selection process

There is strong negativecorrelation between the merit on selection process and corruption. The result of the Pearson's correlation coefficientshows an*r*-value of –0.78 suggesting that selection process is influence by corruption in the Nigeria civil service. The study also found a weak negative correlation between selection process and productivity (r=-0.36) implying that Selection Process has less impact on the productivity of employees in the Nigeria civil service. The study also found a weak negative correlation between selection process and productivity (r= -0.36) meaning that Selection Process is less affected by religion and ethnicity in the Nigeria civil service.

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Table 4.9: correlation analysis

Variable	*r* coefficient	*p*-value
Level merit	-0.78	0.43
Productivity	-0.36	0.76
Religion and Ethnicity	-0.36	0.76

Source: Field Survey Data, 2022

5. Conclusion and Recommendations

5.1 Conclusion

The study was carried out to investigate the influence of corruption in the selection process: Experiences of Employees in Kebbi State: Zuru Local Government in focus. The findings showed that, no significant change in corruption in the selection process for the Nigeria civil service. This agreed with the findings that, corruption in Nigeria has formed a vicious cycle in which everyone is directly or indirectly involved, either as a doer or a victim of it (Rajikumar and Swaroop, 2008, cited in Feisal, 2009). It'smade clear that corruption is an endemic that leaves no stone unturned even though, little effort has been taken to address the menace by past governments. Okereke (2011), stated that quality leadership in Nigeria is unavailablebecause the greater number of those in power or leadership positions lack honesty and patriotism andhave been accused of engaging in corrupt practices and failing to provide such basic amenities for the citizens. Ikharehon and Omoregie (2015), argued that a poor selection process in Nigeria, caused more harm than good, as its effects have not been insignificant. A lot of damage to national lifehas been done such as misuse of natural resources, good road network, fuel scarcity, and incompetent leadership. Others include inadequate power and water supply, falling standard of education, high unemployment rates, and mass spread of poverty. The actors of corruption have tarnished the image of the country, especially in the international communities. Corruption is a worldwide disease and every country must make effort tofight it (Owolabi, 2007)

5.2 Recommendations

Nigeria must join other countries of the world in a fight against corruption

- Nigeria should as a matter of seriousness institutes appropriate and effective strategies where everyone is made to give a vivid explanation of his/her sources of income from one time and another to minimize the rate at which corruption damages or tarnishes the image of the country before the international communities
- A positive change in the attitudes of the Nigeria leadership class is needed to end corruption and for the nation and its citizens to have sustainable development
- There is a need for the Nigerian Public Service Commission to do everything possible to ensure that unlawful discrimination on the grounds of sex, ethnic origin, political affiliation,and religion in the selection process is discouraged so that the process is done based on merit
- Selection of candidates into the Nigeria civil service should not be only based on the acquired skills of the applicants, but also consider positive attitude as well. It is pertinent to note here that, the right attitude of the applicant benefits not only the employee but also maintains and increases the organizational level of work culture to guarantee a high level of productivity and profitability.
- The Federal government inconjunction with State and Local governments should initiate some possible measures that redirect the thinking of the general public at all levels to strictly adhere to the law of the land and design a system that punishes culprits regardless of his/her political affiliation, sex, ethnic, region or religious origin, etc.
- There is a need for the government as a matter of urgency to review policies and reforms on corruption to mercilessly address the causes of corruption rather than its effects. The menace of corruption requires all hands on deck in the war against it.
- There is also a need for re-orienting the citizens on the importance of honesty, respect, promise-keeping, excellent and accountability in service
- A giant step should be taken to review the laws that established ICPC and EFCC, such as their functions and powers vested in them to ensure that courts are not used to weaken or sabotageefforts in dealing with culprits. So also, those sections of the constitution of the Federal Republic of Nigeria that benefits the president, Vice president, state governors, and deputy governors, known as the

"Immunity clause" should also be revisited or removed to unveil any form of corruptible act.

- Nigerians must collectively agree to launch a war against corruption in a very serious manner.

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