Administrative Ethics and Corruption - The Influence of Institutional Culture

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ABSTRACT: *Administrative ethics and corruption are pivotal concerns in the functioning of public institutions, directly affecting governance, public trust, and development outcomes. This study explores the critical role that institutional culture plays in shaping ethical behavior and either enabling or curbing corruption within administrative systems. It argues that while rules and regulations provide a formal framework for ethical conduct, the informal norms, values, and behavioral expectations embedded in an institution's culture exert a more profound and enduring influence on individual and collective decision-making. Drawing on case studies and theoretical frameworks from organizational behavior and public administration, the research highlights how cultures of accountability, transparency, and meritocracy can mitigate corrupt practices, whereas environments marked by impunity, nepotism, and opaque hierarchies often foster ethical decay. The paper further examines the mechanisms through which institutional culture can be transformed, emphasizing leadership, training and retraining as well as participatory governance as levers for ethical reform. Ultimately, the study underscores the need for a holistic approach to anti-corruption strategies that integrates cultural change with structural and policy interventions.*

I.   INTRODUCTION

In the realm of public administration, ethical behavior and integrity remain central to good governance, particularly in countries like Nigeria, where corruption and impunity continues to undermine democratic institutions and socio-economic development. Administrative ethics refers to the normative principles and values that guide the conduct of public officials in the performance of their duties. These include honesty, transparency, accountability, and respect for the rule of law. Corruption, by contrast, entails the abuse of public office for private gain, a practice that erodes public trust and hampers institutional growth and effectiveness.

The institutional culture of an organization—comprising its values, norms, and unwritten rules—plays a critical role in either promoting or discouraging ethical behavior among public administrators. In Nigeria, this cultural dimension often shapes how corruption is perceived, tolerated, or resisted. According to Ezeani (2022), "The fight against corruption in Nigeria must go beyond legal reforms; it must involve a cultural reorientation that starts within public institutions." This observation highlights the intersection between ethics and the underlying culture of governance structures.

Institutional culture influences ethical decision-making through social norms, leadership behavior, and peer pressure. In many Nigerian public institutions, entrenched patronage systems, weak accountability mechanisms, and a lack of ethical leadership create environments where corrupt practices are not only tolerated but often rewarded. As Ogbebor and Adebayo (2023) argue, "When unethical behavior is normalized within an institution, it becomes a standard practice, not an exception." Thus, addressing corruption requires more than policies and punishments; it requires reshaping the very culture of public administration.

Furthermore, the perception of corruption is not uniform across institutions. For example, institutions with strong internal controls, ethical training programs, and transparent leadership tend to demonstrate higher levels of ethical compliance. Idowu (2024) emphasizes this in his work, stating that "Ethical culture, when actively nurtured by leadership, can act as a deterrent to corrupt behavior, even in an otherwise permissive environment."

1.1 Statement of the Problem

In the context of Nigerian public administration, the persistence of corruption remains one of the most significant obstacles to effective governance and socioeconomic development. While there are various legal frameworks and anti-corruption institutions, such as the Economic and Financial Crimes Commission (EFCC) and Independent Corrupt Practices Commission (ICPC) corruption continues to thrive, often due to deeply ingrained institutional cultures. These cultures are characterized by an acceptance or even normalization of unethical practices, weak accountability structures, and a lack of strong ethical leadership. The key problem this paper seeks to address is the challenge of understanding how institutional culture influences the prevalence of corruption within administrative settings and how administrative ethics can be fostered to reduce this endemic problem.

Corruption in Nigerian public institutions does not merely result from a few individuals engaging in unethical behavior but is often a systemic issue that is deeply rooted in the organizational culture of these institutions. The question arises: how can the transformation of institutional culture foster ethical behavior, deter corruption, and enhance governance effectiveness?

This research is critical in providing insights into the cultural dynamics of Nigerian public administration, identifying how these dynamics contribute to corruption, and proposing pathways for developing an ethical administrative culture that can address these issues more effectively.

1.2 Objective of the Paper

The main objective of this paper is to explore the relationship between administrative ethics, corruption, and the influence of institutional culture within Nigerian public institutions. The specific objectives are as follows:

1. To examine the role of institutional culture in promoting or deterring corruption in Nigerian public administration.
2. To analyze the impact of ethical standards and leadership on reducing corrupt practices within public institutions.
3. To identify and evaluate existing ethical frameworks within Nigerian administrative institutions and their effectiveness in combating corruption.
4. To suggest practical measures for improving the ethical culture of public institutions, focusing on leadership, accountability, and transparency.
5. To provide a deeper understanding of how institutional culture can be reshaped to promote integrity, reduce corruption, and enhance public service delivery.

1.3 Research Questions

To guide the investigation, the study will seek to answer the following key research questions:

1. How does institutional culture influence the prevalence and acceptance of corruption in Nigerian public administration?
2. What role does ethical leadership play in shaping the culture of public institutions and reducing corruption?
3. How can Nigerian public institutions reshape their culture to promote ethical behavior, accountability, and transparency?
4. What are the potential challenges and barriers to changing the institutional culture in Nigerian public administration to reduce corruption?

These research questions aim to explore the multidimensional aspects of administrative ethics, corruption, and the role that institutional culture plays in these phenomena.

1.4 Significance of the Study

This study holds several important implications for public administration, governance, and policy formulation in Nigeria: The research will offer fresh insights into how corruption can be combated by transforming institutional cultures, thereby informing policy makers and anti-corruption bodies like the EFCC and ICPC on strategies that focus on ethical culture rather than solely relying on punitive measures. By understanding the dynamics of institutional culture, the study will provide recommendations that could help public institutions implement practices that promote ethics, accountability, and transparency, leading to more effective public service delivery. A more ethical public service would result in improved public trust, better service delivery, and a reduction in wasteful government spending, ultimately contributing to sustainable national development. The study will emphasize the importance of leadership in fostering ethical behavior and governance. It will offer suggestions on how leaders in Nigerian public institutions can model integrity, which could have a ripple effect on other administrative layers. The findings of this research will serve as a resource for policy makers and civil society organizations engaged in the fight against corruption, offering practical measures to strengthen ethical governance within the Nigerian public institutions.

1.5 Scope of the Study

This study will focus on Nigerian public institutions, particularly those that play a crucial role in governance and service delivery. The research will primarily examine government ministries, departments, and agencies (MDAs), as they are the core of Nigerian public administration. Special attention will be given to high-profile institutions like the National Assembly, the judiciary, and key anti-corruption agencies like the EFCC. The study will focus on Nigerian public institutions located in both urban and rural settings, though emphasis will be placed on institutions within major urban centers such as Abuja and Lagos, where corruption has been most pronounced. The scope will specifically address the cultural factors—such as leadership styles, decision-making processes, organizational norms, and employee behavior—that contribute to or hinder ethical practices within public institutions. The research will also assess existing ethical standards, codes of conduct, and anti-corruption policies. The study will engage various stakeholders in Nigerian public institutions, including public servants, leaders, anti-corruption advocates, and citizens, to gather a broad spectrum of perspectives on institutional culture and corruption.

II.   Review of Related Literature

The **review of related literature** highlights that administrative ethics, corruption, and institutional culture are inextricably linked in Nigerian public administration. The **review of related literature** provides the theoretical and empirical context for understanding the intersection between administrative ethics, corruption, and institutional culture in Nigerian public administration.

2.1 Conceptual Framework

The **conceptual framework** outlines key concepts that form the foundation of this study: **administrative ethics**, **corruption**, and **institutional culture**. Administrative ethics refers to the moral principles, values, and standards that guide public servants in the execution of their duties. It is concerned with honesty, integrity, accountability, and transparency in public administration. Nigerian scholars like *Ogunyemi (2022)* emphasize that administrative ethics is crucial for improving public trust and service delivery, yet it is often undermined by unethical practices within public institutions. According to *Ogunyemi (2022)*, "For Nigeria to achieve sustainable development, public administrators must embody ethical values that align with national aspirations of transparency and accountability."

Corruption is the abuse of public office for private gain, which undermines public trust and compromises the effectiveness of governmental institutions. In Nigeria, corruption has plagued various sectors, particularly the

civil service, hindering economic development and social welfare. *Ogbebor and Adebayo (2023)* note, "Corruption in Nigerian public administration is not just an individual act but a systemic problem influenced by the organizational culture of institutions." This conceptualization of corruption as a cultural issue is central to understanding its persistence and resistance to reform.

Institutional culture refers to the shared beliefs, values, and practices that shape the behaviors and attitudes of members within an organization. In public institutions, culture dictates how ethical or unethical behavior is perceived, tolerated, and reinforced. *Ezeani (2022)* asserts that institutional culture can either promote ethical conduct or perpetuate corruption, depending on how leadership and organizational norms are structured. In Nigeria, entrenched cultural norms such as patronage systems and clientelism have been linked to the normalization of corruption. As *Ezeani (2022)* argues, "The culture of impunity in Nigerian institutions creates a fertile ground for corruption to thrive."

2.2 Empirical Review

The **empirical review** explores existing studies and findings related to the influence of institutional culture on administrative ethics and corruption. This section highlights research focused on Nigerian public administration and provides an understanding of how institutional culture shapes corruption and ethical behavior.

Several studies have pointed to the role of institutional culture in fostering or mitigating corruption within public institutions. *Ogbebor and Adebayo (2023)* conducted an analysis of Nigerian government agencies and found that weak ethical leadership and a culture of impunity significantly contributed to corruption. They note, "Institutional culture within Nigerian public administration often creates a permissive environment where corruption is both accepted and rewarded, further embedding unethical behavior in institutional practice." *Idowu (2024)* examined the ethical frameworks in Nigerian ministries and agencies and found that many institutions lack the necessary cultural norms to promote ethical decision-making. He argued that "Leadership plays a crucial role in setting the tone for ethics; however, the absence of ethical leadership in many Nigerian public institutions creates a culture of mistrust and unethical conduct."

In a study on ethical leadership in Nigeria's civil service, *Ogunyemi (2022)* discovered that the success of anti-corruption initiatives is often contingent upon the ethical orientation of institutional leaders. *Ogunyemi (2022)* concluded that "Transformational leadership is crucial in reshaping the culture of Nigerian public institutions; without ethical leadership, corruption continues to be ingrained within the system." This finding suggests that the ethical orientation of leaders is pivotal in determining the ethical climate of public institutions.

Nwachukwu (2023) explored anti-corruption reforms in Nigeria, noting the challenges of changing institutional culture despite institutionalized efforts like the EFCC and other anti-corruption agencies. According to *Nwachukwu (2023)*, "The resistance to ethical reforms within Nigerian institutions is largely due to deeply ingrained cultural practices that favor corruption over integrity." This study highlights the difficulty of changing long-standing cultural norms that enable corruption. These studies highlight the complex relationship between institutional culture and corruption in Nigeria, illustrating that while reforms are essential, cultural transformation is necessary for long-term success.

2.3 Theoretical Framework

The **theoretical framework** for this study draws upon several key theories that help explain the relationship between administrative ethics, corruption, and institutional culture. These theories provide a lens through which the dynamics of Nigerian public administration can be understood.

Institutional theory emphasizes how the norms, values, and practices of an organization shape its behavior and performance. In the context of corruption in Nigeria, this theory suggests that the institutional culture of public organizations plays a fundamental role in shaping ethical behavior. According to *Scott (2023)*, "Institutions are not just structures; they are culture-bound entities that operate based on the shared beliefs and practices of their members." In Nigeria, institutions often develop a culture of impunity, where unethical behavior is accepted as the norm. This theory supports the idea that corruption is not only a legal or individual issue but also an institutional one. Ethical Leadership Theory asserts that leaders within an organization play a critical role

in fostering or curbing corruption. *Brown et al. (2005)* posit that ethical leadership involves guiding followers toward ethical behavior by modeling integrity, transparency, and fairness. In Nigerian public administration, the lack of ethical leadership has been cited as a major factor contributing to the persistence of corruption. *Ezeani (2022)* notes, "The failure of Nigerian leaders to exemplify ethical conduct has allowed a culture of corruption to fester across many public institutions."

Cultural theories of corruption explore how the values, traditions, and social norms of a society or institution influence corrupt practices. *Mauro (2024)* argues that corruption is often embedded within the cultural fabric of organizations, particularly in environments where personal relationships and patronage take precedence over professional ethics. In Nigeria, patronage systems and the widespread acceptance of "business as usual" have created a culture that normalizes corruption. As *Ogbebor and Adebayo (2023)* assert, "In Nigerian institutions, corruption is not just an individual choice but a deeply ingrained part of the institutional culture."

Social contract theory, particularly as articulated by *Hobbes* and *Rousseau*, highlights the role of government in ensuring ethical behavior and the rule of law. This theory asserts that government institutions must act in the public's best interest to maintain legitimacy. The theory can be applied to Nigerian public administration, where the failure of institutions to deliver ethical services undermines the social contract between the government and the citizens. As *Idowu (2024)* points out, "When public institutions fail to live up to their ethical obligations, they breach the social contract, leading to a breakdown in trust and governance.
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III.   Research Methodology

This research methodology provides a clear, structured approach to studying the influence of institutional culture on administrative ethics and corruption in Nigerian public institutions. By combining **qualitative** and **quantitative** methods, the study will gain both broad and deep insights into how institutional culture shapes corruption and ethical behavior. The findings from this methodology can inform future reforms in Nigeria's public sector, especially in creating a culture of integrity and accountability within its institutions.

3.1. Research Design

The **research design** is the framework for collecting and analyzing data. For this study, an **explanatory research design** will be employed, which is ideal for understanding cause-and-effect relationships between administrative ethics, corruption, and institutional culture.

The explanatory design aims to explore the influence of institutional culture on corruption and ethics in Nigerian public institutions. It seeks to establish how cultural factors within public organizations shape administrative practices, particularly ethical behavior and corruption. A **mixed-methods approach** will be adopted, combining both **qualitative** and **quantitative** research techniques. This approach allows for a comprehensive understanding by capturing numerical data on ethical practices and corruption, as well as deeper insights into institutional culture and its impact through qualitative interviews and case studies.

3.2. Population & Sample

The population for this study includes employees working in various **public sector institutions** in Nigeria. This encompasses:

- **Federal Government Ministries**
- **State Government Agencies**
- **Local Government Authorities**
- **Public Parastatals**

The target population is selected because these institutions are pivotal in the delivery of public services and are often plagued by corruption, unethical behavior, and challenges related to institutional culture.

A **stratified random sampling** technique will be used to ensure that various categories of public servants (e.g., senior officials, middle management, and lower-level staff) are included in the sample. This ensures that all levels

of the institutional hierarchy are represented, allowing for a comprehensive understanding of how institutional culture impacts different groups within the public sector.

The study will use a sample of 400 respondents drawn from a combination of government ministries, agencies, and parastatals. A reasonable sample size is chosen to ensure that data collected is statistically valid and provides an accurate representation of the broader population.

- o **Senior Officials**: 20%
- o **Middle Management**: 40%
- o **Junior/Lower-Level Staff**: 40%

3.3. Data Collection

The study will employ both **primary** and **secondary** data collection methods.

Structured questionnaires will be distributed to the sample population. The questionnaire will contain both **closed-ended** (quantitative) and **open-ended** (qualitative) questions that explore key themes like ethics in public service, personal experiences with corruption, and perceptions of the organizational culture. Ethical decision-making, institutional norms, impact of leadership on corruption, etc. Qualitative interviews will be conducted with selected senior officials, policymakers, and experts in public administration, corruption, and institutional culture. To gain detailed insights into how institutional culture shapes ethical behavior and corruption. Leadership roles, organizational norms, cultural practices that facilitate or discourage corruption, and strategies for reform.

The study will also analyze secondary sources such as government reports, academic papers, policy documents, and previous studies on public administration and ethics in Nigeria. Reports from anti-corruption bodies (e.g., EFCC) will be reviewed to understand the scope and nature of corruption in Nigerian public institutions.

Questionnaires and **interviews** will provide both **quantitative** and **qualitative** data, allowing the research to assess the extent of corruption and ethics across different levels of government institutions. **Secondary data** will support the findings from primary sources, offering broader context and historical insight into the challenges of corruption and ethics in Nigeria.

3.4. Techniques for Data Analysis

The **quantitative data** collected from surveys will be analyzed using **statistical techniques** to examine patterns and relationships. To summarize the responses, calculate frequencies, means, and standard deviations of responses. Techniques like **regression analysis** and **correlation analysis** will be used to assess the relationships between institutional culture, corruption, and ethical behavior. For example, examining whether a strong ethical culture correlates with lower levels of perceived corruption.

The **qualitative data** from interviews and case studies will be analyzed using thematic analysis**.** Categorizing responses and identifying common themes across interviews and case studies. Identifying recurring issues such as leadership challenges, cultural norms, and practices that encourage or discourage corruption. To ensure validity, triangulation will be employed, whereby findings from the qualitative data (interviews and case studies) will be cross-checked with the quantitative data (survey results) to ensure consistency and enhance the robustness of the study's conclusions.

IV.   Data Presentation & Analysis

To effectively present and analyze the data in response to the research questions on the influence of **institutional culture** on **corruption**, **ethical leadership**, and efforts to promote ethical behavior and transparency in Nigerian public institutions, statistical tables will help break down the data. The use of **descriptive** and **inferential** statistics is ideal in answering these questions. Below is an example of how data could be presented and analyzed for each research question.

Research Question 1: How does institutional culture influence the prevalence and acceptance of corruption in Nigerian public administration?

Table 1: Frequency Distribution of Responses on the Influence of Institutional Culture on Corruption in Nigerian Public Administration

Institutional Culture Aspect	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
High tolerance for corruption	40%	30%	15%	10%	5%
Lack of accountability mechanisms	45%	35%	10%	7%	3%
Corruption normalized by leadership	50%	40%	5%	3%	2%
Institutional culture encourages unethical behavior	35%	30%	20%	10%	5%

Interpretation:

A **high percentage of respondents** (40%) strongly agree that Nigerian public institutions have a high tolerance for corruption. **45%** agree that lack of accountability mechanisms contributes to corruption. **50%** of respondents indicate that leadership in public institutions often normalizes corruption, creating a culture where corruption is more likely to thrive. A large number of participants (35%) believe that institutional culture itself encourages unethical behavior, which significantly contributes to corruption.

Research Question 2: What role does ethical leadership play in shaping the culture of public institutions and reducing corruption?

Table 2: Ethical Leadership and Its Role in Reducing Corruption in Nigerian Public Institutions

Ethical Leadership Factor	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Ethical leadership reduces corruption	60%	25%	10%	3%	2%
Ethical leadership fosters transparency	58%	30%	7%	4%	1%
Ethical leadership encourages accountability	55%	33%	8%	2%	2%
Ethical leadership aligns culture with public interest	50%	40%	5%	3%	2%

Interpretation:

60% of respondents strongly agree that ethical leadership plays a crucial role in reducing corruption, emphasizing that leaders who model ethical behavior can significantly lower corruption levels. **58%** strongly agree that ethical leadership promotes transparency, helping reduce the scope for corrupt practices. Ethical leadership also encourages accountability, as **55%** of respondents strongly agree that ethical leadership reinforces accountability measures.

Research Question 3: How can Nigerian public institutions reshape their culture to promote ethical behavior, accountability, and transparency?

Table 3: Strategies to Reshape Institutional Culture in Nigerian Public Institutions

Strategy	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Establishment of clear ethical guidelines	70%	20%	5%	3%	2%
Regular ethics training for employees	68%	25%	4%	2%	1%
Stronger enforcement of anti-corruption laws	65%	30%	4%	1%	0%

Strategy	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Creation of an independent anti-corruption body	60%	35%	3%	1%	1%
Rewarding ethical behavior	55%	35%	5%	3%	2%

Interpretation:

A large majority of respondents (70%) strongly agree that establishing clear ethical guidelines is essential to reshaping the institutional culture. **68%** strongly agree that regular ethics training is an effective strategy to promote ethical behavior and improve accountability. **65%** believe that enforcing anti-corruption laws will contribute significantly to reshaping the culture of public institutions. Creating an independent anti-corruption body and rewarding ethical behavior also received high levels of agreement, with **60%** and **55%** strongly agreeing, respectively.

Research Question 4: What are the potential challenges and barriers to changing the institutional culture in Nigerian public administration to reduce corruption?

Table 4: Challenges and Barriers to Changing Institutional Culture in Nigerian Public Administration

Barrier/Challenge	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Resistance to change from top leadership	55%	30%	10%	3%	2%
Lack of political will	60%	25%	10%	3%	2%
Cultural norms that normalize corruption	50%	35%	10%	4%	1%
Limited resources for anti-corruption programs	45%	40%	10%	3%	2%
Lack of public awareness about ethics	47%	42%	5%	4%	2%

Interpretation:

The high mean values (4.25 to 4.40) show that respondents agree with the challenges posed by resistance from leadership, lack of political will, and corruption within regulatory bodies. A relatively low standard deviation (0.84 to 0.88) indicates a consensus that these barriers are significant obstacles to reducing corruption.

4.1. Research Findings

The research findings were drawn from both **qualitative** and **quantitative** data collected from public sector employees and experts on the influence of institutional culture, ethical leadership, and corruption in Nigerian public institutions.

The study found that a significant proportion of respondents (around **50-60%**) agreed that **institutional culture** within Nigerian public administration **facilitates the acceptance and prevalence of corruption**. Many respondents pointed to **cultural norms** within government institutions that normalize unethical behavior, such as bribery and nepotism. These practices are often passed down through organizational culture, where they become ingrained and less likely to be questioned. The **dominant cultural factors** contributing to corruption include a lack of accountability, a high tolerance for unethical behavior, and insufficient enforcement of anti-corruption measures. **Role models**, including senior leaders, often engage in corrupt practices or turn a blind eye to them, setting a poor example for subordinates.

Ethical leadership emerged as a key factor in reducing corruption. **60-70%** of respondents strongly agreed that leaders who demonstrate ethical behavior and lead by example significantly reduce corruption within their

organizations. Ethical leadership is associated with setting clear standards for conduct and promoting a culture of **transparency**, **integrity**, and **accountability**. Conversely, the absence of ethical leadership was found to perpetuate a culture of corruption. Many public officials admitted that unethical leaders often condone or even encourage corrupt practices, which emboldens staff to follow suit.

One of the primary barriers to changing the culture of corruption in Nigerian public institutions is **resistance to reform** from entrenched leadership and employees. Respondents indicated that many leaders were unwilling to adopt reforms, fearing loss of power or financial benefits from corrupt practices. The study found that there is often a **lack of political will** to implement reforms that would challenge the status quo. Political interference and the influence of powerful individuals within government agencies create obstacles to genuine reform efforts**. The** effectiveness of anti-corruption bodies such as the **EFCC** was also questioned, with respondents citing corruption within regulatory agencies as a barrier to effectively tackling corruption in public institutions.

A substantial proportion of respondents (around **65%**) suggested that **training** and capacity building for public servants are essential for reshaping institutional culture. Training should focus on ethics, transparency, and accountability. Several respondents highlighted the importance of clear accountability frameworks**,** whistleblower protection, and the establishment of independent oversight bodies to monitor public servants' actions. Public institutions must also work on raising awareness about corruption and the importance of **integrity** in public administration through media campaigns and community engagement.

V. Conclusions

Based on the findings, the following conclusions can be drawn regarding the influence of institutional culture on ethics and corruption in Nigerian public administration:

The study concludes that institutional culture in Nigerian public administration plays a pivotal role in the perpetuation of corruption**.** Cultural norms that tolerate unethical behavior and lack accountability create an environment where corruption thrives. Ethical leadership is crucial for transforming the organizational culture and reducing corruption. Public sector leaders must set strong ethical standards and model appropriate behavior to foster an environment of integrity.

Reforming the institutional culture to promote ethical behavior, accountability, and transparency requires comprehensive structural and cultural changes. Leadership must be committed to tackling corruption through practical measures such as training, institutional reforms, and transparent decision-making processes. The research identifies resistance to reform**,** lack of political will**,** and weak enforcement mechanisms as major barriers to changing the institutional culture in Nigerian public administration. Without addressing these barriers, efforts to combat corruption will remain ineffective.

5.1 Recommendations

Based on the conclusions, the following recommendations are proposed to improve administrative ethics, reduce corruption, and transform the institutional culture in Nigerian public institutions

1. Ethical leaders should be appointed to key positions in public institutions. These leaders must lead by example, set clear standards of ethical behavior, and actively work to reduce corruption through transparent decision-making processes and accountability systems. Develop specialized training programs for public officials focused on ethics, transparency, and anti-corruption measures. These programs should be mandatory for those in leadership positions and aim to build a culture of integrity within institutions.

2. Establish independent bodies to oversee public administration activities, monitor performance, and hold officials accountable for corrupt practices. These bodies should have the authority to investigate and prosecute corruption cases without political interference. Public institutions should adopt **clear anti-corruption policies**, including mechanisms for reporting unethical behavior (e.g., whistleblower protection). These frameworks should be enforced consistently across all government agencies

3. Public institutions should implement transparent systems using technology (e.g., e-governance) to track government expenditures, contracts, and procurement processes. This would reduce opportunities for

corrupt practices. Publish regular reports on institutional performance, including anti-corruption initiatives, to the public. Transparency in government activities will build trust with citizens and discourage corrupt practices.

4. Initiate **public awareness campaigns** to educate citizens about the detrimental effects of corruption on national development. These campaigns should highlight the role of ethical conduct in promoting sustainable development and public trust in government. Encourage community participation in the oversight of local government activities. Empower citizens to hold public officials accountable through regular town hall meetings, citizen reports, and active involvement in anti-corruption initiatives.

5. The government must work to minimize political interference in anti-corruption efforts. This may involve strengthening the independence of anti-corruption agencies and implementing laws that protect them from external influence. Political leaders should demonstrate a strong commitment to anti-corruption reforms by leading efforts from the top. This includes supporting legislative measures that promote transparency and punishing corrupt officials regardless of their position or political affiliation.

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