

# Bureaucratic Corruption and Service Delivery in the Nigeria Aviation Industry: A Quantitative Analysis of the Federal Airways Authority of Nigeria (FAAN)

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DOI: <https://dx.doi.org/10.47772/IJRISS.2025.91100635>

Received: 13 December 2025; Accepted: 20 December 2025; Published: 29 December 2025

## INTRODUCTION

Bureaucracy was conceived to be an instrument of development and good governance by providing fair mechanisms for service delivery. Bureaucracy is a system of organization used to describe the authority relationships among employees of a public sector organization; and the methods or approaches adopted by government towards implementation of public policies or programmes. In line with the above, Okafor (2005) defines bureaucracy as that machinery of government designed to execute the decisions and policies made by political office holders. Bureaucracy in an administrative structure design that depict the characteristics of government institutions that are involved in the implementation of government programmes. According to Eme and Onwuka (2010), bureaucracy does not cover political appointees such as ministers and advisers or members of the judiciary either at the federal, state and local government tiers of government. Political office holders make policies while bureaucracy implements it.

The existence of bureaucracy in any modern state is necessitated by the quest to give the citizens an undiluted quality of services needed for their survival through ease of administration and professionalism. As noted by Gallik (2022), every citizen in a society will always be touched by bureaucratic activities; even the one in the womb. According to Okafor (2005), the role of bureaucracy is critical to all areas of development process. In Nigeria, public bureaucracy is a very vital element of the development process. Bureaucratic capacity is not a sufficient condition for development, but it is most assuredly a necessary condition. The position of these scholars is corroboration to the fact that bureaucracy is an inevitable mechanism through which government can deliver services to her citizens.

As the state becomes more modernized; and with an increase in population, the government expands its activities towards meeting the increasing demand of the teeming populace. According to Akhakpe (in Osawe, 2023), this expansion of government activities into various areas of societal life has brought pressure to bear on her bureaucracy. He however, notes that Nigeria's bureaucracy at her immediate post-independent life was ill-equipped to cope with the expansion of government business. In this regard, where the bureaucratic ethos are unfamiliar and imperfect to carry out the business of the government which is service delivery – provision of public goods and services to the people, the citizens will always express less support for the bureaucratic institutions (Ackerman & Bonnie, 2016). If the bureaucracy lacks the capacity to implement the policies of the political leadership, those policies, however well designed, will not be executed in an effective manner (Anise, 1984; Okafor, 2005).

Bureaucratic corruption is a deviation from the norms, ethical codes and values of the public organization by public officials in carrying out their official responsibilities. Public institutions according to Ackerman and Bonnie (2016) govern the interrelationships between the citizen and the government. The argument of this scholar is that the public bureaucracy exists as a channel through which the state serves the citizens. Ackerman and Bonnie further note that when bureaucrats deviate from using the bureaucratic institutions to satisfy the public, bureaucratic corruption results; this is an abuse of entrusted power for private gain thereby affecting the development of a state. As noted by Ackerman and Bonnie (2016) that poorly designed government institutions cause economies to stagnate and inequalities to persist.

The Aviation industry has been one of the public sectors that have been contributing meaningfully to the economic development of the country. Aviation activities expanded greatly between 1949 and 1960 and this was evident in the scale of landing fees charged by the airports. According to Sindey (2023), aviation has long been described as a catalyst and a partner to economic growth of a nation. For the aviation sector to be a catalyst to economic growth in Nigeria, it needs to be aligned with the demands of the public (passengers) that it serves in a realistic and appreciable manner. The passengers are very important component of the aviation system; therefore, their needs must be addressed properly and timely.

Federal Airways Authority of Nigeria (FAAN) as a major sector in the aviation industry is a public sector organization established by decree 45 of 1976 with the statutory responsibility of overseeing the operation and maintenance of all federal airports. FAAN remains one of the important organizations or parastatals created as government organization geared towards profit making. According to Omisore, Eri and Paul (2014) FAAN under the supervision of the ministry of aviation is statutorily charged with the responsibility of managing all commercial airports in Nigeria; by creating conditions for the development in the most economic and efficient manner of air transport in Nigeria.

The Federal Airports Authority of Nigeria is one of the highest generators of revenue to the Nigerian government. The Federal Airports Authority of Nigeria, while managing the commercial airports in the country has helped the country in generating revenue from both the Aeronautical sources, as well as, NonAeronautical sources (Omisore, Eri & Paul, 2014). However, Osawe (2021); Akhakpe (2010) observe that the performance of any organization depends on the bureaucratic structure and the attitude of the employees that constituted the organization.

While Kuku (2025) observes that the aviation industry has contributed approximately 1.7 billion dollars to Nigeria GDP, Business Day Nigeria (2025) argues that Nigeria's aviation industry contribution to Gross Domestic Product (GDP) is still far behind African peers. More so Abubarkar, Ogakwu and Samson (2022) while appreciating the aviation industry towards improving the national economic growth, observed that the attitude of the public officials in FAAN towards the performance of their constitutional duties have been questionable.

Nwankwo (2022) earlier observed series of facilities' decay and loose security in the Nigeria Airports; which was attributed to the attitude of the employees. Eze (2023) opines that the a shift in performance of the aviation sector has prompt the stakeholders in the industry to call for reforms that will reposition the aviation sector in line with the world best practice. In this regard, Asaju and Ayeni (2021) posit that there is a link between public bureaucracy and national development; to establish this link means understanding the nature and attitude of the public bureaucracy. It is against this backdrop that this study seeks to examine the effect of bureaucratic corruption on the service delivery in the Federal Airways Authority of Nigeria as a public sector organisation.

## Statement of Problem

Public Bureaucracy constitutes the permanent and professional part of the executive organ of government. They are non-political permanent and professionally trained civil and public service that runs the administration of the government according to the policies and laws of the government political executive. Scholars have identified a relationship between public bureaucracy and development of a country. The emphasis has been on economic issues, issues related to leadership, democracy corruption, federalism, security, religion, among others. However, there is a strong relationship between public bureaucracy and quest to achieve national development in both the developed and the developing countries of the world including Nigeria.

Public analysts have argue that public bureaucracy in Nigeria has not lived up to expectation in playing a pivotal role in national development in Nigeria. The Nigerian public bureaucracy has been equated with delay, bottleneck approach, formalism, inefficiency, failure, corruption, nepotism among other unethical behaviours. Onah (2003) earlier contends that the general inefficiency, ineffectiveness, and poor service delivery in the Nigerian public service result from bureaucratic malpractices in the government agencies.

The performance of Federal Airways Authority of Nigeria (FAAN) as a public sector organization has been an issue for public debate in recent time. Complaints of insecurity in the airport environment, light fluctuation, traffic congestion within the airport, flight delay and other irregular activities abounds in Nigeria Airports. To Abdullahi (in Williams, 2023) these complaints are essentially loss of baggage; mis-handling of baggage; poor land transportation services within airports in Nigeria; rude attitude of airport staff; and poor infrastructural facilities.

Towards resolving the above complaints; and consequently improving the performance of FAAN, government of Nigeria through the Ministry of Aviation has formulated many reforms, yet the performance of FAAN has not meet the public expectation. Many scholars have taken the bull by the horn in conducting scholarly research work towards finding solution to the problem of poor performance in the aviation industry. However, a critical examination of these studies shows that none seem to have empirically examined the correlation between bureaucratic corruption and service delivery in the Nigerian Aviation industry. This creates a gap in the existing body of knowledge which is this motivation of this research. To fill his identified gap in knowledge, this research examines the effect of bureaucratic corruption on service delivery in the Nigerian Aviation Sector with special reference to Federal Airways Authority of Nigeria.

## **Objectives of the Study**

The main objective of this study is to examine the effect of bureaucratic corruption on service delivery in the Nigerian Aviation Sector with reference to FAAN; while the specific objectives are to:

1. Examine the association between contract fraud and maintenance of airport facilities by FAAN
2. Examine the association between financial embezzlement and provision of safety environment for passengers and their luggage within the airport by FAAN

## **Research Questions**

### **The Following Four Research Questions Are Raised to Guide the Conduct of the Study:**

1. Is there any association between contract fraud and maintenance of airport facilities by FAAN?
2. What is the association between financial embezzlement and provision of safety environment for passengers and their luggage within the airport by FAAN?

## **RESEARCH HYPOTHESES**

### **To Answer the Above Raised Questions, The Following Four Hypotheses Were Formulated:**

1.  $H_0$  There is no association between contract fraud and maintenance of airport facilities by FAAN
2.  $H_0$  There is no association between financial embezzlement and provision of safety environment for passengers and their luggage within the airport by FAAN.

## **CONCEPTUAL REVIEW**

Bureaucracy according to Weber (in Akintoye, 2001) is an administrative body of appointed officials hierarchically structured and bounded by impersonal rules that collectively function to carry out the business of the government. Max Weber's interest in designing this type of administration was to replace the old traditional administrative systems with a specially developed form of administration that will operate in a modern state. Bureaucracy is a system of administration distinguished by its clear hierarchical structure of authority, rigid division of labour, written and flexible rules, regulation and procedures, and impersonal relationship.

To Nwankwo, Ananti and Madubueze (in Osawe, 2021); Reicheld and Sasser (1990); Robbins and Judge (2007); bureaucracy is the institutional structure through which organisation carries out their constitutional responsibilities. Bureaucracy has structure which creates different strata in an organization. These strata are attached with authorities, responsibilities and job specifications. In the light of this, bureaucrats are identified

by their activities in the public sector organisations; which according to Ajibade and Ibietan (2016) determine the course and speed of policy implementation. Operationally, bureaucracy decides the pattern and course of implementing public policies.

Corruption as a concept has its history traceable to the time of Esau and Jacob. At this time, Jacob was said to have fraudulently stolen the birth right of his elder brother (Esau) along with all his blessings from their father – Isaac (Genesis 27). There was an exchange of gift (yam porridge) by Jacob which led to his unmerited blessing from the father. However, corruption can be observed in various forms, such as bribery, embezzlement, extortion and nepotism (Gray & Kaufman, 1998). Each one of these forms is equally responsible for stunting the growth of the nation.

Okeah (2020) argue that corruption from the legal perspective can be seen as the abuse of power in the executive, judiciary or legislative arms of government. This argument of Okeah supports the position of Urien (2012) who defines corruption as the purpose of under performing authority or the use of unwarranted discretionary power without cognizance to the rules and regulation guiding the organization for the purpose of advancing personal interest against the interest of the organization. Khan (1996); Otite (2000) opines that corruption is an act which opposes formal rules of conduct that governs the performance of anyone that occupies public office and in authority; perversion of integrity and moral depravity because they want to acquire wealth, power or status, privately and selfishly. It was in this regard that Lipset and Lenz (2000) defined corruption as trying to get illegally rich or powerful at the expense of the public.

A critical view of the above definitions show that corruption is not only about exchange of illegal gifts but also include embezzlement of public fund, looting of public treasury, misappropriation of fund, and deliberate bending of rules to favor person, friends or hurt foes with a clearly evident of absence of transparency and accountability. It is all forms of dishonesty, immoral and illegal practices that occurs in an organization with the sole aim of perpetuating personal gain at the expense of public or organisation's interest. Corruption forms a vicious cycle of social instability and inequality. It is the result of these corruptive practices that one can observe a steep difference in the economy of Africa. While there are sectors which are flourishing, majority of population is still struggling for basic necessities. It is the biggest reason of the socio-economic inequality spread across the entire subcontinent of Africa.

**Bureaucratic Corruption** This is the mis-normal activities or misconduct of public officials in the course of performing their officer duty. It is the unethical behaviour of public officials in their workplace. As earlier noted; most of the public officials are known to abuse the official power entrusted to them. Gbega (in Okeah, 2020) sees bureaucratic corruption as the illegal activities of bureaucrats. He further observed that bureaucratic corruption has transcends the traditional phase of buying favor from bureaucrats to the phase of bureaucrats violating public duty. Bureaucratic corruption as we have conceived can simply be seen as a conscious practice by the bureaucrats that transcends to a deliberate deviation from an original norm of an organization for selfish purposes.

**Forms of Bureaucratic Corruption** As earlier stated this form of corruption takes place in the public sector while implementing government policies and programs. According to Victor (2008), such public sector organizations include among others the Military, the Police, public schools, various ministries, government departments, government agencies local and government hospitals. However, Okeah (2020) identifies the following as forms of corruption occurring within the Nigerian Bureaucracy.

**Political Corruption** As the name implies, this type of corruption takes place at the top most echelon of the political party; simply put, it is “corruption of greed”. It affects decisions and how these decisions are made, manipulated and distorted. This type of corruption also effects the political institutions and the procedures and rules they adhere to. The Americana Encyclopedia, (1999) defined political corruption as an act that occurs when politicians and legislators tend to benefit themselves during policy formulation. Other kinds of corruption include the following:

**Bribery** This is a form of corruption that involves two or more people in the act of giving money as a form of payment for a favor to be rendered. Bribery can be in the form of pay-off, greasing of palms, kickbacks, sweeteners, etc.

**Fraud** This type of corruption is quite unique because it has to do with racketing and forgery, fraudulent contract, some kind of trickery, counterfeiting, the act of swindling and deceit.

**Financial Embezzlement** This type of corrupt practice can best be described as when a public official pilfers from the state coffers in which they are meant to safe guard. Embezzlement in simple terms is stealing of public funds by public officials.

**Favoritism** This corruption occurs when power is abused and resources or development is skewed to advance a particular tribe or to advance a particular individual or individuals. Nevertheless, this kind of corrupt practice seems to be inborn in every human; since it is only normal for family members, friends and in fact anybody that is close and trusted to be favored.

**Nepotism/Tribalism** This is a type of corrupt practice that encourages favoritism where a public official only employs or gives advantageous opportunities to family member or tribe's man. This corruption happens when a public official exempts a family member or tribe's man from undergoing certain processes or is allowed outright unwarranted favor in the sharing of limited opportunities.

### **Factors that Enhances Bureaucratic Corruption in Nigeria**

The reasons for bureaucratic corrupt practices in the public service are of different factors; it is unclear to point towards a particular direction. However extensive researches by different scholars have revealed some of these many factors responsible for bureaucratic corruption in the Nigerian public service as follows.

Culture of personalization of power and communalism was identified as among other factors that have infested the Nigerian Public service (Fajonyomi, 1996). These factors among others bear influence on the function of bureaucracy in Nigeria public administration. In the bit of protecting these factors, coupled with the excess discretionary power, most public servants have deviate from the norms and values (ethical conduct) of public service guided by the features of bureaucracy. Max Weber in his ideal bureaucracy postulates that bureaucracy is a system guided by rules and regulation. He further argues that these rules and regulations should be impersonal. In practice especially within developing countries like Nigeria, Tanzi (1998) observes that while their public services are governed by lots of rules or regulations, those in position of offices of authority monopolizes power of regulating these rules and regulations to their own advantages. Tanzi also postulated that because of this monopolistic power, the officials can easily extort the populace by asking for bribes, kickbacks etc before approving one request or the other. In line with this, Akhakpe (2014) argues that because of the personalization of the rules and regulation guiding the public service, most public servants appropriate public financial resources to satisfy their personal interest.

Another factor that encourages bureaucratic corruption is the culture of giving and receiving gift. According to Akhakpe (2014), it has been argued that it is a tradition in Africans to give and receive gift especially when an act has been performed. To Africans, giving gifts is a sign of appreciation that someone has done well to another person. Africans see nothing morally wrong in such transaction. The culture has gradually snowballed into the Nigeria bureaucratic setup undermining the Weberian's ideal bureaucracy.

Another explanation to the ethical decay in the Nigeria bureaucracy is tied to the colonial heritage, where Nigerians see the public service as the "Oyibo man's job" thereby venting their anger and displeasure on the colonial master by stealing government money and properties. Though this act started pre-independence, the Nigeria's post-independence public service has not witness any change in this attitude.

Class difference is another factor that has encouraged bureaucratic corruption in Nigeria. Agbo (2009) postulates that, in Nigeria two kinds of social classes exist. One of these classes is concerned with producing primary goods, and the second class is concerned in providing secondary services. He also notes that the gap between these classes is very wide; and does not allow for mutual interaction. Invariably, this has left the authority of decision-making or setting the rules; to rest solely on the class that provides secondary services (called the ruling class). This ruling class uses the power of authority to exploit the populace by converting the arm of the law of the country to their collective benefit thereby diverting more of the nation's resources to themselves and their members.

Again, statism as a model for governance has been identified as a fueling factor to bureaucratic corruption. This model is a system where the government owns and controls all the main viable sectors in the country (Atatlas, 1990). This model as a template for development used by Nigeria and other countries that are developing according to Atatlas has given most bureaucrats opportunity to arrogate government resources for their own interest. In an economy where majority of the populace depend on the government as the sole means of survival will always breed gullible public servants. Nigeria is a country with mono-cultural economic system making majority of citizen to be dependent on the government. Everybody feeding from one source called “National Cake”.

Early incursion of the Military in Nigeria politics also plays a major role in promoting bureaucratic corruption in the country. Nigeria at independence was like a child who fell sick at birth. The immediate post independent years of Nigeria saw Military in power – running the government and the administration of Nigeria. According to Akhakpe (2010), this period in the history of Nigeria saw top civil servants visibly moving from their traditional responsibilities of policy advisers and executors, into the highest decision making bodies. At this period, the Military Ruling Council (Supreme Military Council and later called Armed Forces Ruling Council) were both the rule making body and rule executing body. Separation of power was jettison; thereby killing transparency and accountability. It is worthy of note, that between 1966 (when Nigeria was just 6 years) and 1999, the military ruled Nigeria for 29 years. These long years of Military administration has been the training ground for majority of our present Public Administrators.

Poor remuneration of public servants and other motivational incentive. As observed by Akhakpe (2010), poor remuneration of public servants in Nigeria has been for a long time one of the major arguments for official corruption in Nigeria public sector. The position of this scholar has sustained its strength as a major economic challenge facing public servants in Nigeria. For a long a time in our country, majority of Nigeria workers cannot boast of living a comfortable life with their salary as their real income has continue to decline in value in the face of ever increasing rate of inflation in Nigeria. This is evidence by the regular threat of, and actual labour strike in Nigeria. It was in this regard that Oliseh (2000) argues that if workers' take home pay cannot actually take them home, then they look for other means to take themselves home. This position of Oliseh was support by Lipest and Lenz (2000), when they argue that those engaged in corrupt practices or going through the back door to gain undue advantage, usually don't have any legal economic structure to gain a good living standard. In addition to the above factor, most public bureaucrats are poorly paid and as a result resort to multiple job-holding in the informal sector thereby impacting negatively on their attitude and commitment to work (Eme & Onwuka, 2010).

Again, lots of civil servants work for several months even years without getting paid at the appropriate time; or under paid. This insensitive action by the government according to Okeah (2020) will not only give room, but as well encourages corrupt practices in the public sector organisations.

Lack of functional education system also plays a role in encouraging bureaucratic corruption in Nigeria. The nature and pattern of Nigeria education system places our graduates on paper certification consciousness rather than functioning certification consciousness. This type of education has not produce enough skilled or professional that will rejuvenate the Nigeria economy with little or none dependence on the government. Professional skill provides economic opportunities or structures for individuals. The lack of economic opportunity or structure lead to over dependency on government; creating large window for corrupt practices in the public service

### **Poor moral leadership**

Bureaucratic corruption could be synonymous to bureau-pathology which Ajibade and Ibietan (2017) define as the negative administrative behaviours of professionals and experts in organization which impede achievement of public goals and delivery. From the fore going, bureaucratic corruption could be seen as the negative, dysfunctional and unethical manifestation of bureaucratic practice in the public sector organization. These manifestations ranges from the spirit of animosity and jealousy among peers, superiors and subordinate; bribery, god-fatherism, tribal sentiment, contract fraud, indiscipline in the office, non transparency and lack of accountability in the official conduct, over-staffing the organization with ghost workers, dishonesty and fund embezzlement among others (Ajibade & Ibietan 2017; Maduabum, 2014; Ekpo, 1979). In pursuit of

personalization of power, and the culture of communalism, several officials in the Nigerian public bureaucracy according to Ajibade and Ibietan (2017) form cliques and informal groups in order to maximize their personal gains; at the expense of the attainment of the organisation's goals.

Weak nature of the state is also another potent factor that has fueled bureaucratic corruption in Nigeria public service. According to Fajonyomi (1996) the softness of the Nigerian state as evidence in the absence of social discipline manifests in non implementation of decisions and lack of regard for the laws: rules and directives made by the authority not being obeyed. The weakness of the state is also evidence in the attitude of the government towards implementation of reforms. This made the public not to see the government as serious in their decision expected when it comes to corruption practices.

### **Service Delivery in the Federal Airport Authority of Nigerian**

Igbokwe-Ibeto (2019) argue that service delivery emphasis on effectiveness and efficiency in this vein, service delivery can be define as the act, process, accuracy and the speed of providing an expected services to the public. In the public sector organization, performances of the employees are evaluated by the speed, manner and the wide range of delivery service to the public. Effective service delivery is the hallmark of any good government. Igbokwe-Ibeto, Agbodike & Anazodo (2015) argue that the quality and availability of essential services are major indicators of good governance as the major reason in government establishment is to deliver a service to the citizens.

Among these essential services provided by the government for her citizens is the creation and maintenance of transportation routes. Airport services were undertaken by the government to enhance air transportation of individuals within the country and across the country. Among the agencies charged with the responsibilities of overseeing Air transportation is Federal Airport Authority of Nigeria (FAAN). This agency was initially called Nigeria Airport Authority, and was established by decree 45 of 1976 with the statutory responsibility of overseeing the operation and maintenance of all Federal Airports. The functions of the Federal Airports Authority of Nigeria was within the commercial airports in Nigeria, and so in order to effectively manage the airports, and as well, provides adequate services to the airlines and passengers, the Federal Airports Authority of Nigeria has a lot of works to do which according to Mikairu (2017) include the following;

**Development and Maintenance of Airports Facilities** FAAN has the responsibility to develop and maintain facilities in the commercial airports within the country, such that will engender safety, and ensure effective operations of air transport within the commercial airports in Nigeria.

**Provides Adequate Conditions for Passengers and their Goods to be Carried by Air** FAAN also is responsible to create an adequate conducive environment for the purpose of ensuring efficient air transport system within the Nigerian commercial airports. This condition would be necessary within the commercial airports across the country since it will help minimize any incident of loss and theft

**Provides Decent Accommodation and Quality Facilities for Efficient and Effective Handling of Passengers** Airports are seen as a gateway to any country; and as such FAAN has that responsibility of treating the air passengers well by providing them with decent and quality accommodation for the few hours the passengers spent in the airport while awaiting to board.

**Development and Provision of Surface Transportation Facilities within Airports** At the airports, passengers are to first access surface transportation before air transportation. In fact, to land airlines, surface transportation is necessary and important, as no aircraft lands without the surface transportation infrastructure readily available. FAAN does not only provide such surface transportation, but also see to the effective usage of these facilities.

### **Empirical Review**

Acar and Aupperle (1984) earlier conducted an exploratory research on Bureaucracy as organizational pathology. The scholars in their study investigate the strengths and weaknesses that bureaucracies derive from their structural rigidity. As an exploratory study, that research work reviewed the historic mission of bureaucracy and its perceived gradual perversion with the mechanism through which bureaucracy degenerates

from an organizational optimization to an organizational pathology. The viewpoint espoused here reflects the systems approach, and the connection between function, adaptation and learning. The study finds out that the modern phenomenon of over bureaucratization takes its roots in a deterministic view of causality and a rigid quest for optimality. The study also discovered that bureaucracy has become a systemic phenomenon with a potential for exporting pathological behavior beyond strict organizational boundaries.

Andhika (2017) conducted a related study with his study title “Pathology Bureaucracy: Reality of the Indonesian Bureaucracy and Prevention” This study was conducted in Indonesia using exploratory approach. In the study, the scholar examines the nature and impact of a bad bureaucracy on national development; and also to profound preventive measures to bureaucratic pathology. The study revealed that the pathology of the bureaucracy is something to be prevented if bureaucracy is to perform its task properly. The study argues that bureaucratic innovation (an innovation on structure, systems, culture) will help in preventing pathology in bureaucracy.

The above studies by Acar and Aupperle (1984); and Andhika (2017); were an exploratory in nature carried out within the Asian continent. Both study beam their search light on bureaucratic structure, and seem not to relate it to service delivery in the public sector organisation.

Eme and Onwuka (2010); Ajibade and Ibietan (2017) in a related study, examine the nature of state bureaucracy and the challenges of good governance to include service delivery in Nigeria. These scholars using Weberian and Marxian theory, Neo- Weberian respectively assesses various definitions of governance and good governance. The paper goes further to identify the reasons that account for the abysmal performance of Parastatals and agencies of government. Among the reasons identified by these scholars are under-funding, spoils system of recruitment, politicization and corruption; which affect efficiency and effectiveness in the Nigeria public service delivery and good governance.

The scholars argued that these factors above have slowed down the processes of socio-economic and political development of Nigeria which can only be resolved when bureaucrats become more pragmatic in their understanding of what constitutes good governance; with the government embarking on a programme for improving the working conditions of public bureaucrats as this will help to build their morale, dedication and commitment to provide efficient services. Eme and Onwuka (2010); Ajibade and Ibietan (2017) who seem to link corruption to poor performance in the government agencies, carried out their study only through review of literature. The study wasn't empirical which should have afforded them an opportunity of obtaining first-hand information on the subject matter.

Asaju and Ayeni (2022) also carried out a research public bureaucracy and national development in Nigeria: Issues and challenges. They examine the role of the Nigerian public bureaucracy in achieving national development. The study was based on secondary data, which were analysed qualitatively using the content analysis. These scholars argued that the onus or task of achieving the objectives of national development is dependent on efficient, professional, disciplined, motivated, politically neutral, honest, and incorruptible public servants. They further posits that values or ethics are missing in the public bureaucracy which thereby constitutes an impediment to having an effective, efficient, and professional public service that could drive the wheel of national development in Nigeria. Again, that government at all levels should ensure that recruitment and other appointments into the service are on merit rather than other primordial factors; embarking on policies that will improve the working conditions of the public servants by providing adequate and better welfare packages and a living wage that could attract professionals, motivated dedicated and committed public servants that will put in their best in the service of the country. These scholars however, only beamed their search light the challenges facing public bureaucracy towards improving national development.

Gauri (2018) in his research examine the impact of bureaucratic corruption on socio-political and economic development in Africa. He argues that corruption deprives our young citizens of opportunities to develop meaningful livelihoods. He posits that because of corruption, 80% of the African population earns less than \$2 per day. With such low level of income, the inhabitants must face daily struggle to procure food and address basic health issues. Furthermore, that the government is in a quagmire trying to find ways to fix the problem of corruption as it is rotting the nation from the inside. This scholar in his exploratory research committed his

energy only into examining the impact of bureaucratic corruption on socio-political and economic development in Africa.

Ijoko and Ogaji (2022) on improving service delivery in the aviation sector conducted a study on impact of conflict resolution on the performance of workers of Federal Airport Authority of Nigeria (FAAN), Abuja: An econometrics approach. This study examined the impact of conflict resolution on the performance of workers at the Federal Airport Authority of Nigeria (FAAN), Abuja. The study was quantitative in approach using 290 staff of FAAN, Abuja. The scholars' major findings revealed that the collaboration strategy of conflict resolution has a positive statistical impact on the workers' performance in FAAN, Abuja. While Ijoko and Ogaji (2022) beam their touch light on how conflict resolution can enhance effective service delivery in Federal Airport Authority of Nigeria (FAAN), they did not look at the effect of bureaucratic corruption on performance of FAAN.

Suleiman (2012) in also conducted a related study in aviation industry. In his study on the analysis of air transportation in Nigeria, he examines the impact and problem of air transportation in Nigeria. He posits that air transportation in Nigeria has suffered from poor reputation for operational efficiency and safety. This is attested by the present state of the industry in the country. The finding of their study also shows that the causes of poor operational efficiency include among others, bad management, decaying facilities and loose security. This scholar while examining the effect of bad management, decaying facilities and loose security on effective service delivery in Nigeria Airport, did not examine the causes of decaying facility and loose security in the Nigeria Airports.

## THEORETICAL FRAMEWORK

The theory that underpinned this study is the "Ideal bureaucratic theory" propounded by a German sociologist called Max Weber in 1947. Morrison (2006) argues that Max Weber saw bureaucracy as an administrative system that operates in a modern state against that of traditional administrative system. Max Weber based his theory of bureaucracy on legal-rational authority. The validity of legal-rational authority is based on the fact that the law recognises the pattern of the rules and right of bureaucrats elevated to positions in the public bureaucracy (Sapru, 2013). In line with the above, Igbokwe-Ibeto and Agbodike (2015) posit that the composition of an ideal bureaucratic organisation was basically well-planned mechanism to ensure that all the components of public sector organisation function effectively without hindrance towards achieving the organisation's set goals. The argument here is that bureaucratic organisation comprises different specialised units that work in coordination to achieve a predetermine objectives. Akintoye (2001); Igbokwe-Ibeto (2019) noted the following as tenets of Weber ideal bureaucratic theory: Hierarchical structure with corresponding authority; functional specialisation occasioned by division of labour leading to effectiveness and efficiency; A system where each deployment is based on specialisation of duty. Sapru (2013) noted in this vein that there should be special training for bureaucrats to enhance their specialisation. Sapru further argued that the root of authority of a bureaucrat lies in his skill and knowledge; That ideal bureaucracy functions in accordance with abstract and impersonal rules that facilitates standardisation and equality of treatment among employees; More so, ideal bureaucracy posits that appointment and promotion of officials should be based on merit, competency and qualification to promote effectiveness and efficiency in an organisation.

It is the belief of this theory that every employee in an organization be equally treated based on their personal contribution (performance) and not based on primordial factor. From appointment, training, promotion, discipline and retirement should be based on merit according to this theory. The theory also believed that public organization should be guided by rules and regulation that are impersonal. It is argued that personalisation of power, rule and regulation in the public sector organization.

The theorist of bureaucracy argues that in the public sector, personal interest should be subjugated to the public interest. Andhika (2017) however, observes that the practice of a familialistic-localistic touched culture, social groups relationship, ethnicity have became dominant in public bureaucracy. The above statement support the argument of Acar and Aupperle (1984) who earlier posit that bureaucracy has become a systemic phenomenon with a potential for exporting pathological behavior beyond strict organizational boundaries.

Nevertheless, this theory has been criticized for number of reasons. First, the theory did not take into consideration the psychological and emotional aspect of the individual employees. The focus is only on the goal of the organisation (Igbokwe-Ibeto, Agbodike & Anazodo, 2015). Again, the idea of this theory did not consider the ecology of public administrative system in developing countries.

Despite the above criticism, the relevancy of the theory to this paper cannot be over-emphasized as it gives a touch to the study of the relationship between dysfunctional bureaucratic features and corruption with its consequence poor service delivery in the public sector organisation. This theory helps the study in addressing the importance of adhering to the features of bureaucracy which will indirectly help in reducing bureaucratic corruption in the public service.

## METHODOLOGY

This study adopts survey descriptive method using the entire staff of the Federal Airport Authority of Nigeria (FAAN), Ikeja. The choice of Lagos was based on the fact that Ikeja airport is one of the oldest and the most busiest international airport in Nigeria; also FAAN has its Headquarters at Ikeja airport. Multi - stage sampling technique – simple random sampling, purposive sampling and Taro Yamani were used to obtain the sample size of 331 for the study. Pearson Product Moment Correlation Coefficient (PPMC) was used to test the research hypotheses. The results of the tested hypotheses were analysed and interpreted with the aid of Statistical Packages for Social Science (SPSS) version 2.0. The outcome was used to make inference and draw conclusions on the subject matter.

### Analysis Of Research Data

331 questionnaires were sent out to the research respondents, 302 were returned, 12 copies out of the returned questionnaire were void due to one reason or the other, while 280 copies of the questionnaire were found usable to test the stated hypotheses and final analysis.

### Test of Hypothesis One

**H<sub>0</sub>:** There is no association between contract fraud and airport facilities maintenance by FAAN

### Correlations Analysis

		Contract_Fraud	Airport_Facility_Maintenance
Contract_Fraud	Pearson correlation	1	-0.689**
	Sig. (2-tailed)		.001
	N	302	302
Airport_Facility_Maintenance	Pearson Correlation	- 0.689**	1
	Sig. (2-tailed)	.001	
	N	302	302

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2025

The correlation result of the analysis between between contract fraud and maintenance of airport facilities by FAAN. The result shows that  $r = -0.689$ , at  $p > .05$ . The indication of this result is that there is a negative relationship between contract fraud and maintenance of airport facilities by FAAN. This in line with the rule of thumb leads the researcher to rejects the null hypothesis and accepts the alternate hypothesis.

### Test of Hypothesis Two

**H<sub>0</sub>:** There is no association between financial embezzlement and provision of safety environment for

passengers and their luggage within the airport by FAAN.

### Correlations Analysis

		Financial_Embezzlement	Provision_Safety_Environment
Financial_Embezzlement	Pearson Correlation	1	-0.709**
	Sig. (2tailed)		.000
	N	302	302
Provision_Safety_Environment	Pearson Correlation	-0.709**	1
t	n		
	Sig. (2tailed)	.000	
	N	302	302

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2025

The result of the above correlation analysis shows the relationship between financial embezzlement and provision of safety environment by FAAN. The result of the analysis shows that  $r = -0.709$ , at  $p > .05$  which indicates that there is a negative relationship between financial embezzlement and provision of safety environment for passengers and their luggage within the airport by FAAN. With the above result, the study rejects the null hypothesis and accepts the alternate hypothesis.

## DISCUSSION OF FINDINGS.

Existing literature has revealed cases of fraudulent award of contract in most Nigeria public sector organisations. It was also discovered the award of contract in Nigeria public service seems to satisfy personal interest rather than public interest. The study also reveals that undemocratic decision making pervaded the activities of FAAN; that decision making especially in the area of expenditure is not transparent. The study further discovers some forms of corrupt practices occurring along the aviation corridor at the level of human resource management and service delivery in the Federal Airport Authority of Nigeria. The study outlines several fueling factors of bureaucratic corruption such as personalisation of power, the culture of communalism, weak state institutions and African culture of giving and receiving gift among others.

In recognition of the consequence of corruption, Aliyu (2025) called for an establishment of a Joint corruption prevention round table. Also, the study reveals evidence of poor service delivery in the aviation industry. In this regard, Abdullahi (in Williams, 2023) observes that complaints of loss of luggage, delay flight, poor land transportation and decay facilities is increasing in the aviation industry. The study also reveals that officials unethically pursue their self-interest neglecting the focus of enhancing public service delivery.

In the first research question of this work, the researcher seeks to know if there is any association between contract fraud and aviation facilities maintenance. To answer this question, hypothesis one was formulated and tested using the correlation coefficient analytical tool. The result of the shows a value of  $r = -0.689$ ,  $p < .05$ . This indicates a negative association between contract fraud and airport facilities maintenance. The implication of this is that the presence of contract fraud will negatively affect the maintenance of facilities in Nigeria airports. As observed by Fraud Risk Management (2025) that the impact of fraud on an organisation is devastating, leading to financial loss, and a decline in employees' morale and trust, thereby affecting organisation's performance and survival. Muteteri and Akumuntu (2025) also opine that contract fraud has serious implication on organisation's performance. The above analysis was supported by responses from the interview of key informants which reveal that lack of public accountability will hinder effective maintenance of airport facilities; as public accountability will influence staff's behaviour towards effective maintenance of airport facilities. However, findings from the responses of the key informants reveal that accountability and transparency in the award of contract seem to be lacking in FAAN's; and this invariably affects the

maintenance of airport facilities. It was in reaction to this that Kuku (in Williams, 2025) posits that transparency will be an approach in FAAN.

The result of the test of the second hypothesis with a correlation value of  $r = -0.709$ ,  $p > .05$  show that the relationship financial embezzlement and provision of safety environment for passengers and their luggage within the airport by FAAN has been negative. This signifies that financial malpractices in FAAN will impede the provision of safety environment for passengers and their luggage. The above result was supported by the responses from the interview of the key informants, which shows that the organisation has lost a lot of revenue due to financial embezzlement. This is evidenced by the several earlier allegation of financial fraud in the Nigeria aviation (Shadare, 2016; Eze, 2012). Fund that should have been used to provide adequate security for air passengers and their luggage are directed to unproductive usage to advance personal interest. This finding is in line with the argument of Baloyi and Beyers (2019) when they posit that embezzlement among other factors impede service delivery.

## CONCLUSION AND RECOMMENDATIONS

The study examines the effect of bureaucratic corruption on service delivery in the aviation industry using FAAN as a reference. The research utilised two research questions and hypotheses to achieve the research objectives. The findings of the study show different elements of bureaucratic corruption; and how it negatively affects the behaviour of personnel in FAAN. The study while noting the negative effect of bureaucratic corruption on effective service delivery in FAAN, observes that the organization is engulf with contract frauds, and other unethical practices. These practices has caused a fundamental issue in FAAN by demoralising the personnel thereby affecting their service delivery

From the review of relevant literature and analysis of the data collected, the study concludes that: there is a negative association between contract fraud and maintenance of airport facilities by FAAN; and that there is a negative relationship between financial embezzlement and maintenance of airport facilities by FAAN. From the findings, the study concludes that FAAN is faced with poor service delivery due unethical practices that has pervaded the organization.

### In lieu of the above, the study recommends that:

1. FAAN should ensure that contract are awarded to competent individuals through a transparency means. This will ensure that contracts given to contractors are executed according to the expectation of the public which will enhance effective maintenance of the airport facilities.
2. FAAN should design a structure or institutional framework that will enhance public accountability in its financial management and monitoring of fund utilisation. This will ensure that members of the organization are accurately held accountable for their action, and that every financial transaction are open and transparent to every members of the organization.

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