INSTITUTIONAL CORRUPTION AND CORPORATE MORBIDITY OF TERTIARY INSTITUTIONS IN RIVERS STATE

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ABSTRACT

This study x-rayed the relationship between institutional corruption and the corporate morbidity of tertiary institutions in Rivers state. The study adopted a survey design in the course of its investigation. The population of the study comprised of leadership personnel of tertiary institutions in Rivers state, which include 440 academic staff and 460 non-academics staff bringing the total population to 900. The sample size of 415 was obtained through the use of Krejcie and Morgan sample determination table.
Structured questionnaires were administered to elicit responses from the respondents. 412 Questionnaires were proved valid and was used for the sample of the study. The responses of respondents were analyzed using Spearman’s rank order correlation coefficient statistic in testing relationships and linear regression analysis for moderating effects and presented through the Statistical package for social sciences (IBM SPSS VERSION 20). Findings of the study revealed significant relationships among the dimensions of institutional corruption (administrative compromise, academic fraud, financial misappropriations, and leadership greed) and the measures of corporate morbidity (ineffective system and low quality graduates), which signifies that institutional corruption and corporate morbidity are significantly correlated. The regression analysis in the study also indicated that leadership significantly moderates the relationship between institutional corruption and corporate morbidity. The study therefore recommended that: Administrators should be guided by the stated principles and standards in the performance of administrative duties, the academic processes in a tertiary institution should be transparent and devoid of fraud, periodic monitoring of the financial system in tertiary institutions, and setting up an audit committee that would place tertiary institutions back on tract when it has deviated from its primary responsibilities.

**Keywords:** Institutional Corruption, Corporate Morbidity, Administration Compromise, Leadership Greed, Academic Fraud, Financial Misappropriation
Academic qualification in tertiary institutions is believed to be given on the ground of students being found worthy in learning and character, but the case is getting a negative trend from the reality as institutional corruption seemed to have engulfed tertiary institutions in Nigeria to a standstill. This has led to a natural decay thereby leading to system infectiveness and unqualified productivities by tertiary institutions in Nigeria, which is referred to as corporate morbidity of tertiary institution in this study. Corporate morbidity is an institutional decay or organizational unhealthiness. An extraction from Blackwell Encyclopedia of management, defined organizational decay as a process in which an organization shift its focus from coping with the real world to dramatizing a fantasy about itself. Schwartz (1989), defines organizational decay as a condition of generalize and systematic ineffectiveness. According to Gray (2012), the culture of a decayed organization is characterized by the followings: Unrealistic demands, blaming others, feeling threatened by others’ success, power struggles, and dishonesty, creating an atmosphere of fear, using people instead of valuing people, unclear vision, strategy, goals, values, and lack of authenticity. Nigerian tertiary institutions today are characterized by the above-mentioned characteristics of ineffectiveness or decayed organization, and this is caused by institutional corruption, which is an aspect of corruption.

Corruption is the misuse of public activities for private benefit. It is in this that IMF (2000) defined corruption as the misuse of authority, power or trust for personal benefits. Corruption is not only indulged by public officials, but also by others holding trusted position, by non-profit or private organizations, and it can be perpetrated individually or institutionally. Individual corruption is a corruption that is carried out by an individual; its effect on the organization is minimal. While institutional corruption is a systematic corruption, it is a corruption that is imbedded in the culture of an organization. According to Thompson (1995),
institutional corruption is manifested when there is systematic and strategic influence which is legal, or even currently ethical, that undermine the institution’s effectiveness by diverting it from its purpose or weakening its ability to achieve its purpose. Tertiary institutions in Nigeria are institutionally corrupt as students and those piloting the affairs of the tertiary institutions have legalized corruption through caring less about the quality of service. Rather, students are more concerned about having easy good grades, while those piloting affairs are concerned about their personal benefits through all kinds of corrupt practices, which includes administrative compromise, academic fraud, leadership greed, and financial misappropriation.

In Nigerian tertiary institution, it is a well-known fact that favoritism, which is a key element of corruption, has exchanged the natural operational integrity of tertiary institutions in Nigeria. In the administrative dimensions of tertiary institutions that are concerned with the management of its affairs, which activities include controlling, planning, cooperating and coordinating the activities of a tertiary institution towards the achievement of its goals and objectives, has now been compromise by corrupt practices. They compromised their activities in the admission of students into tertiary institution, employments and promotions/appointments of staff, policy formulations, and implementation of infrastructural development projects.

The administrations of tertiary institutions admits students base on favoritism and not by merit, employs its staff on the ground of man know man, and not by the capability to perform a certain job. Promotion and appointments are also done through favoritism, those who are close friends of administrators are appointed into juicy offices such as faculty deans, directors of schools, head of departments etc. without due processes followed, not minding the required skills and knowledge to perform the jobs, which has
resulted to academic fraud due to lack of skills by employees. Academic frauds, these are corrupt practices carried out by personnel and students as they both make up the academic dimensions of tertiary institutions. Academic frauds are dishonesty in an academic process. According to NCBI (1993) academic fraud is a threat to the intellectual integrity on which the advancement of knowledge depends. The primary responsibility of personnel in the academic dimension of tertiary institution is service delivery, and it is the bedrock of every tertiary institution, all other activities in a tertiary institution evolve around academics. The decay and unhealthiness in the academic dimensions of tertiary institutions in Nigeria, is as a result of the dominance of academic frauds carried out by players in this dimension of tertiary institutions. Academic frauds in tertiary institutions include the followings: bribery, cheating, ethnic favoritism, absenteeism, sexual relationships with students, plagiarism, fabrication, deceptions, sabotage, impersonation, multiple submission, false data, false citation, and other academic unethical practices. A particular academic fraud known as sorting dominates the academic dimension of tertiary institution. Sorting is exchanging money or other resources for score to be increased either through rewriting of exams, awarding of unmerited scores, changing of exam scores by heads of department and exams officers’ etc. According to sorting is the act of giving money or material things to a lecturer to influence him/her to award unmerited scores. (Wechsler, 2012).

Academic grading in Nigerian tertiary institutions, are no longer done by the intelligence displayed by students, but rather through how favorite the students is to a lecturer, this favoritism most times are gotten through bribery (A lecturer receiving gift from a student). Academics grades are now auction by lecturers of Nigerian tertiary institutions, the highest bidder, gets the highest grades, and those who cannot bid are left behind, even if their academic intelligence can give them a good grade. Corruption has eaten up the activities of lecturers, trainers, and instructors in tertiary institution in Nigeria up to an extent that they now assume a position of mini-
gods that students most appease to pass. Students are not left out here as they also play their own roles in the decay in tertiary institutions through such corrupt practices like sorting, seducing of male lecturers by female students, and examination malpractices. These corrupt practices have contributed immensely to the academic decay and system ineffectiveness in tertiary institutions. Corrupt practices in tertiary institutions are consequences of leadership greed. Leadership in tertiary institutions is responsible for the creation of organizational environment that encourages growth and development to direct and influence people to achieve the purpose of a tertiary institution as effectively and efficiently as possible. But leadership greed has hindered the purpose for which tertiary institutions are set for, as leaders of tertiary institution now pursue their own purpose instead of that of the tertiary institutions they lead.

Greed according to Seuntjens (2016) is the desire to acquire more and dissatisfaction for never having enough. Balot (2001) sees greed to be an extreme and immoral form of self-interest at the costs of others. Greed is an immoral and strong desirous lust for self-enrichment, which can lead to sacrificing anything or anyone in order to satisfy such desire. Leadership greed is the immoral and insatiable lust for self-enrichment by leaders to pursue their desire at the detriment of anything or anybody. Leadership greed in tertiary institutions is mostly manifested through such act like financial misappropriation. This is the misappropriation of fund. According to Theoharis (2018), misappropriation of fund is the embezzlement of money. Fund misappropriation is when an officer or personnel uses or takes money that is been entrusted in his/her care unlawfully. Leaders of tertiary institution; vice chancellors, faculty dean, heads of departments, student union leadership and the likes, misappropriates funds for the running of affairs in tertiary institutions. Tertiary institutions leaders even divert money meant for the infrastructural development of tertiary institutions for their personal use, thereby leaving the tertiary institution in a dilapidated
situation and putting academic affairs to a crippled state. Corrupt activities in tertiary institutions, be it administrative compromise, academic fraud, financial misappropriation, and leadership greed has brought higher education to a state of decadence, thereby ruining the purpose of education in Nigeria. According to Badey and Eyichukwu (2016), education equips individuals with the skills they require for future occupation in the larger society. The critical role that tertiary institutions should play in the development of Nigeria is succinctly summarized in the National Policy on Education (2004) as: to contribute to the national development through relevant high-level manpower training, to develop and inculcate proper values for the survival of society, to promote scholarship, community service, national unity and international understanding. Tertiary institution has failed tremendously as they have deviated from the roles they are supposed to play in the society because of corruption, and this has led to societal decay, as corrupt teachers, instructors, lecturers, and administrators would also produce corrupt graduates. The very focus of this research is therefore to xray the attributes of corporate corruption and give them global attention so that by doing so, efforts can be made to identify and reduce their emergence, thus helping existing institutions from collapsing. It is a common assumption that a problem discussed is a problem half solved.
Corruption, which is an unlawful use of public or private office or manipulation of public or private process to favor oneself, family, friends or relatives, is to be looked at from an institutional perspective, which is referred to as “Institutional Corruption”. Corruption has been viewed from different points of view, in a whole; corruption in its entirety has negative effect on the wellbeing of humans either in a country, institution, or organization. Corruption according to Transparency International (2017) is the abuse of entrusted power for private gain. Lipset and Linz (2000) are of the view that corruption is the effort to secure wealth, or power through illegal means, private gain at public expense or misuse of public power for private benefit. Corruption generally is carried individually by members of an organization or institutionally by an organization, which is the focus of this study. Individuals perpetrate institutional corruption even when the corruption is referred to as institutional corruption. This is because an institution is made up of people who may likely be perpetrating individual or institutional corruption. Initiative to fight corruption most times is focused on the individual aspect of it, which has to do with the personal morals and values upheld by individuals in an institution. Individual corruptions are mainly corruptions that take place at the end of service delivery where an official of an organization or institution interacts with end users or customers. It includes bribery, favoritism, theft, embezzlement, extortion, blackmail etc. It can be in form of petty or grand corruption depending on the weight. While institutional corruption is found in the behavior of an institution, it performance of it’s primary responsibilities as an institution. It is an institutional act and not an individual act.

![Figure 1: The Thompson and Lessig Institutional Corruption Model](image-url)
In the case of tertiary institutions which products are skills and knowledge transfer to students; graduating students are its product. A graduate from a tertiary institution who is able to comprehend and exhibit the skills and knowledge transferred to him/her by a tertiary institution proves that the product of such tertiary institution is of quality. Though circumstances such as institutional corruption and others can lead to system ineffectiveness, which would in turn bring about low quality education and leads to the production of low quality graduates as products of tertiary institutions. Low quality education brings about low quality graduates, which means that the education is of low level or low standard and has produced low level and low standard graduates as its products. While quality education according to Ndiomu (1989), is that education which is relevant and adapted to the needs of the society such as standards in health, growth, and physical survival in a complex and globalized world. It implies that graduates that have gone through such education should have relevant skills, knowledge, ideas, values and attitudes needed for him/her to make informed decisions and live a self-sustaining life. Asiayi and Oghuvbu (2009) defined quality education as a measure of how good or bad the products of higher education institutions in Nigeria are in terms of their academic performance and meeting established standards. The product if measured to be good can be said to be quality, but if bad, due to institutional corruption and the likes can be said to be of low quality, which are also referred to as half-baked graduates. The Merriam-Webster dictionary defined half-bake as a poorly developed or poorly carried out. Nigerian students and graduates are popularly tagged as half-bake, and it is as a result of the process of the baking of the students, that is a student enrolling through the university process. The process is infective because of the corrupt attitude of the bakers, which has resulted in the half-baked students. It is in this that Omotola (2007) has observed that most graduates today cannot compete favorably internationally because they are half-baked who are not well grounded in the basic and methodological of their disciplines.
An unqualified graduate or a half-baked graduate in tertiary institutions is a result of ineffective inputs. A tertiary institution should enable quality inputs so that their outputs, which are graduating students, would be of quality. Asiyai (2013) proposed that Quality in higher education refers to the worth of the inputs into higher education systems, lecturers, instructional facilities and evaluation procedures, which translates to the outputs, and that Quality education is the education that produces a complete person, complete in the sense that the person is intellectually, morally, physically, emotionally and socially developed. A graduate of a tertiary institution that is intellectually, morally, physically, emotionally and socially developed, means that the graduate is quality depicting he/she is of high level and of high standard. Achieving quality graduates in tertiary institutions in Nigeria can be achieve if its system is void of institutional corruption and allow good quality assurance techniques that maintain quality input. According to Okebukola (2010), quality assurance is an umbrella concept for a host of activities that are designed to improve the quality of inputs, process and outputs of higher education system. The quality assurance processes in a tertiary institution should be able to guide against administrative compromise, academic fraud, financial misappropriations, and leadership greed.

System Ineffectiveness

It is the inability of a system to achieve the aims and objective it is supposed to achieve. It can also be described as when a system is not producing an intended effect. This not producing an intended effect can be that the system has deviated from its primary purposes to pursuing a different cause. Like in the case of tertiary institution where its purpose is deviated from knowledge and skills transfer to individuals of community that would bring development to society, to making money for the tertiary institution or for the agents representing the institution. System ineffectiveness is likened to ineffective organization, which according to Craig and Carley (2005) is an organization cited with the following problems such as: barriers to
communication, including information technologies, structural integration and databases, ineffective leadership and practical drift. Structural integration is when all the basics components that make up an organizational system interact with each other. That is organizational components are interdependent. While ineffective leadership is a leadership that does not aspire or encourage its followers towards achieving the goals and objectives of a group or organization. Practical drift is not following due process in carrying out responsibilities in organizations. System ineffectiveness also manifest when an organization is unable to implement its plans with available resources. System ineffectiveness in an organization can be characterized in the structure of an organization or in the inefficiency of an organization. According to Papa (2017), the common indicators of an ineffective and inefficient organization would manifest in the followings: poor employee behavior, lack of motivation, low performance, no teamwork, and strained interdepartmental relationships.

Characteristics of an organization with an ineffective system: Lack of interdependency - The basics components that make up the organization don’t interdepend on one another, so it makes it difficult for free flow of communication in the organization, thereby making it difficult for the goals and objectives of an organization to be achieved. Organizational Goals are not clear - There is always a conflict of goals problem in an organization with an ineffective system. The goals of leaders of the organization are imposed on members rather than that of the organization. One-way flow of Communication - Communication is one-way and only ideas are expressed; feelings are suppressed or ignored. Dialogue is discouraged. Position determines influence and power - Power is concentrated in the authority positions; obedience to authority is the rule. Skills and knowledge are not considered authority influences everything. Powers to make decisions are in the hands of persons in authority - the highest-ranking authority always makes decisions; there is little or no group discussion; members' involvement is
Conflicts are always resolved in a win or lose manner - Conflicts are resolved through distributive negotiations or avoidance; some member’s win and some members lose, or else conflict is ignored and everyone is unhappy. Absence of Teamwork - The functions of group members are stressed; individuality is de-emphasized; cohesion is ignored; rigid conformity is promoted.

3. Methods

This study is a co-relational study as it investigates the relationship between institutional corruption and corporate morbidity of tertiary institutions in Rivers State. It also adopts the quantitative methodology in its analysis of the distribution and relationship between the constructs. It utilized the survey design in its creation of data for evaluating the relationship between institutional corruption and corporate morbidity. Asika (2012), describe research design as the structuring of investigation aimed at identifying variables and their relationships to one another. The design provides in detail the process involved in generating and analyzing the data. The population of this study is comprised of all the tertiary institutions in Rivers State. To study the entire population of tertiary institutions in Rivers state will be very cumbersome, hence the researcher selected from among the tertiary institutions based on proximity, and the following eight tertiary institutions were selected: University of Port Harcourt, Rivers State University, Ignitious Ajuru University of Education, Kenule Beeson Saro-wiwa Polytechnic, Elechi Amadi Polytechnic, School of Health Technology, School of Nursing and Midwifery, and Federal Technical College of Education. The population of the study is comprised of 440 academic staff and 460 non-academic staff bringing the total population of the study to 900 selected from tertiary institutions in Rivers State. The study adopted cluster sampling techniques of academic and non-academic staff of tertiary institutions and simple random sample techniques.
This is to make sure that the leadership categories in tertiary institutions are represented in the study as information pertaining corrupt practices in tertiary institution can be properly elicited from leaders of tertiary institutions. Using Krejcie and Morgan sample determination table, 205 academic staff were drawn from 440 populations of academic staff in the study, while 210 non-academic staff were drawn from a population of 460, making the total sample of the studies to be 415 drawn from a total population. Reliability refers to the attribute of consistency in measurement, and is best viewed as a continuum ranging from minimal consistency of measurement to near perfect repeatability of results (Gregory, 2000). In testing for the reliability of the measuring instrument in the study, which is the structured questionnaire designed by the researcher, with input from the various stakeholders representing the dimensions in tertiary institutions in Rivers State. The internal consistency of the questionnaire was tested; which was determined by calculating the Cronbach alpha coefficient. According to Finchilescu (2002) Cronbach alpha coefficient can be viewed as the average of the reliability coefficients that would result if all possible split-half analyses were performed. Below is a table showing the Cronbach alpha reliability of construct used in the study.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Dimensions/Measures</th>
<th>No of Items</th>
<th>Cronbach Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Institutional Corruption</strong></td>
<td><strong>Administrative Compromise</strong></td>
<td>5</td>
<td>.902</td>
</tr>
<tr>
<td></td>
<td><strong>Academic Fraud</strong></td>
<td>5</td>
<td>.808</td>
</tr>
<tr>
<td></td>
<td><strong>Financial Misappropriation</strong></td>
<td>5</td>
<td>.821</td>
</tr>
<tr>
<td></td>
<td><strong>Leadership Greed</strong></td>
<td>5</td>
<td>.784</td>
</tr>
<tr>
<td><strong>Corporate Morbidity</strong></td>
<td><strong>System Ineffectiveness</strong></td>
<td>5</td>
<td>.712</td>
</tr>
<tr>
<td></td>
<td><strong>Low Quality Graduates</strong></td>
<td>5</td>
<td>.708</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td></td>
<td>5</td>
<td>.839</td>
</tr>
</tbody>
</table>

Source: Survey data, 2018
The table above described the level of consistency of the formulated constructs used in the study. Reliability for each of the construct was calculated using Cronbach’s $\alpha$ coefficient. The Cronbach’s $\alpha$ coefficient ranged from .712 to .902, as shown in Table 3.2. All the construct values are above the cut of criterion of .70 as recommended by Cortina (1993).

**Methods of Data Analysis**

The study embarked on both descriptive and inferential analysis of data. Descriptive analysis is used for Organizing, presenting, and summarizing data, while inferential analysis is used to observe a sample from a population, and want to infer something about that population. Generally, IBM SPSS version 20 package was used to perform both the descriptive and inferential statistical analysis in the study. As a descriptive study, a simple percentage and frequency analysis was used to describe the demographic information of respondents. The study also used mean ($x$) to describe central tendencies in which 1-2 is rated as being low, 2.5-3.5 is rated as being moderate, 3.5-4.5 as high, and 4.5 and above as very high. Standard deviation ($s$) was used to describe the statistical dispersions of the variable in the study. The tests for hypotheses was carried out using the Spearman correlation coefficient at a 95% confidence interval implying a 0.05 chance for error and significance level for the bivariate hypotheses; while in testing the multivariate hypothesis (control variable) the linear regression correlation technique was adopted. There are eight bivariate hypotheses and one multivariate hypothesis, which are tested in the study using the stated correlation inferential statistical tools.
This study provided bivariate and multivariate analyses of the hypotheses and Spearman rank order correlation coefficient rho was used to test the bivariate hypotheses while linear regression was used in the test of moderating effect that existed between the independent variable and the dependent variable. The results of the tests for bivariate hypotheses is presented below. The tests examined the significance of the relationship between the dimensions of institutional corruption and the measures of corporate morbidity. Analysis was carried out at a 95% confidence. This is as the level for error precision is set at a 0.05 level of precision. The decision for acceptance or rejection of hypothetical statements is based on the $P > 0.05$ (for acceptance of the null hypotheses) and the $P < 0.05$ (for the rejection of the null hypotheses).

### Table 2: Test of Administrative compromise and corporate morbidity of tertiary institutions

<table>
<thead>
<tr>
<th>Spearman's rho</th>
<th>Admin Compromise</th>
<th>Ineffective System</th>
<th>Low quality graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin Compromise</td>
<td>Correlation Coefficient</td>
<td>1.000</td>
<td>.246**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>412</td>
<td>412</td>
<td>412</td>
</tr>
<tr>
<td>Ineffective System</td>
<td>Correlation Coefficient</td>
<td>.246**</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>412</td>
<td>412</td>
</tr>
<tr>
<td>N</td>
<td>412</td>
<td>412</td>
<td>412</td>
</tr>
<tr>
<td>Low quality graduate</td>
<td>Correlation Coefficient</td>
<td>.412**</td>
<td>.512**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>412</td>
</tr>
<tr>
<td>N</td>
<td>412</td>
<td>412</td>
<td>412</td>
</tr>
</tbody>
</table>

Correlation is significant at the 0.05 level (2-tailed).
Source: Survey data, 2018
The results in table 2 above shows that administrative compromise exhibited positive significance on ineffective system (rho=0.246, \( p<0.05 = 0.000 \)), and also on low quality graduates (rho=0.412, \( p<0.05 = 0.000 \)), which are the measures of corporate morbidity. Hence, the null hypothesis is rejected because our p value is less than 0.05; administrative compromise has a weak and moderate positive relationship with the measures of corporate morbidity.

The results shown in the table 3 above indicate that academic fraud exhibited positive significance on ineffective system (rho=0.256, \( p<0.05 = 0.000 \)), and also on low quality graduates (rho=0.261, \( p<0.05 = 0.000 \)), which are the measures of corporate morbidity. Hence, the null hypothesis is rejected because our p-value is less than 0.05. Academic fraud has a weak and moderate positive relationship with the measures of corporate morbidity.
The results shown in the table 3 above shows that financial misappropriations exhibited positive significance on ineffective system (rho=0.582, p<0.05 = 0.000), and also on low quality graduates (rho=0.312, p<0.05 = 0.000), which are the measures of corporate morbidity. Hence, the null hypothesis rejected because our p value is less than 0.05. Financial misappropriation has a strong positive relationship with corporate morbidity.
The results shown in the table 4 above shows that leadership greed exhibited positive significance on ineffective system (rho=0.522. p<0.05 = 0.000), and also on low quality graduates (rho=0.384. p<0.05 = 0.000), which are the measures of corporate morbidity. Hence, the null hypothesis is rejected because our p value is less than 0.05. Leadership greed has a moderate positive relationship on the both measures of corporate morbidity. A scatter plot of the relationship between institutional corruption and corporate morbidity is also shown below.
Figure 2 above summarizes the relationship between institutional corruption and corporate morbidity of tertiary institutions. It shows that the both variables have positive relationships with one another, that is the independent variable (institutional corruption) and the dependent variable (corporate morbidity) are both increasing upward in the same direction.
Table 5: Summary of correlation for Institutional Corruption and Corporate Morbidity

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>F Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>df1</td>
</tr>
<tr>
<td>1</td>
<td>.917a</td>
<td>.841</td>
<td>.840</td>
<td>1.83875</td>
<td>.841</td>
</tr>
<tr>
<td>2</td>
<td>.923b</td>
<td>.851</td>
<td>.850</td>
<td>1.78094</td>
<td>.010</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Institutional Corruption, Leadership
b. Predictors: (Constant), Institutional Corruption, Leadership, I&L

Table 6: Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>11.212</td>
<td>.896</td>
<td></td>
<td>12.508</td>
</tr>
<tr>
<td>Leadership</td>
<td>-.120</td>
<td>.028</td>
<td>-.257</td>
<td>-4.222</td>
</tr>
<tr>
<td>Institutional Corruption</td>
<td>2.003</td>
<td>.105</td>
<td>1.156</td>
<td>18.999</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>-2.449</td>
<td>2.724</td>
<td>-.899</td>
<td>.369</td>
</tr>
<tr>
<td>Leadership</td>
<td>-.022</td>
<td>.033</td>
<td>-.047</td>
<td>-.660</td>
</tr>
<tr>
<td>Institutional Corruption</td>
<td>2.168</td>
<td>.107</td>
<td>1.252</td>
<td>20.305</td>
</tr>
<tr>
<td>I &amp; L</td>
<td>.011</td>
<td>.002</td>
<td>3.318</td>
<td>5.290</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Corporate Morbidity

Source: Survey data, 2018
Table 6 above shows the summary of interaction effect between the various predictor variables: institutional corruption, leadership, and I&L (variable, computed from the centered interactions between institutional corruption and leadership) on the dependent variable corporate morbidity. The summary table above shows that the mean effect for leadership and institutional corruption accounted for ($R^2 = 0.841 \ p<0.05 = 0.000$) of variance in corporate morbidity. The I&L variable which is the interaction between institutional corruption and leadership also accounted for additional significance of ($R^2 = 0.10 \ p<0.05 = 0.000$) variance. Looking at table 6 above, the coefficient table, the second model gives an interaction effect between the predictor variables (institutional corruption, leadership, and I&L) on the dependent variable (corporate morbidity). The variable I&L (centered interaction between institutional corruption and leadership) is positively associated with corporate morbidity such that adjusting for other variable such as institutional corruption and leadership in the model shows that for every additional increase in the I&L variable, that corporate morbidity is predicted to increase by 0.11, and this association is statistically significant ($p<0.05 = 0.000$). So because the centered institutional corruption and leadership (I&L) variable is significant, we can conclude that leadership positively moderates the relationship between institutional corruption and corporate morbidity hence the null hypothesis is rejected.
The evidence generated from the analysis of the relationship between institutional corruption and corporate morbidity signifies a reiteration of the findings and assertions of previous studies. This is as the findings support earlier observations (Elinor, Posten, Muethel, and Lessig 2017, Light 2013, and Krasse 2017) of the epidemic nature of institutional corruption in tertiary institutions, which raised its ugly face through administrative compromise, academic fraud, financial misappropriations and leadership greed thereby leading to ineffective system and production of low quality graduates which is referred to as corporate morbidity of tertiary institution in the study. In examining these relationships, empirical evidence shows that all the dimensions of institutional corruption hold significant relationships with the measures of corporate morbidity however, financial misappropriation is revealed to hold a stronger and more significant relationship with the corporate morbidity measures such as ineffective system and low quality graduates.

Furthermore, the results also reveal that among all four dimensions of institutional corruptions, administrative compromise has the least significant effect on corporate morbidity of tertiary institutions. This finding also affirmed to the position of Rumyantseva (2005) when be posited that corruption in higher education is of two nature, which are education specific corruption and administrative corruption. This is based on the fact that institutional corruption in tertiary education is an act carried out by administrators through it policies as it controls the functioning system of tertiary institutions. On the whole, the effect of administrative compromise, academic fraud, financial misappropriation and leadership greed, all hold and play significant roles in the way institutional corruption is carried out in tertiary institution, which has lead to the deviation of the purposes tertiary institutions are made for through weakening its system and producing low quality graduates.

Also, the result on the role of leadership as being a significant moderator on the relationship between institutional corruption and corporate morbidity lends credence to the arguments put forward by previous studies. This is, as leadership is believed to necessitate tertiary institution that is void of corrupt practices through upholding to moral principle and enforcing the ethical codes of tertiary institutions. Quality leadership in tertiary institution would moderately strengthen it system to function effectively thereby producing high quality graduates that would influence their society positively, which is among the purpose tertiary institutions are set up for. This is supported by Mohamedbhai (2017) when he posited that the guiding principles in fighting corruption by leaders in tertiary institution should be that tertiary institution is neither a business nor an industry but a public good impregnated by values.

4. Discussion of the Findings
This study’s conclusions are in line with the findings obtained from the outcome of its investigation. It offers specific highlights and summations of the evidence generated from the analysis. Therefore, this study concludes that: (1) Administrative compromise is significantly associated with corporate morbidity of tertiary institutions. Implying that when administrators compromise in their activities, it weakens the performance of a tertiary institution, thereby leading to the production of low quality output. (2) Academic frauds are significantly associated with corporate morbidity of tertiary institution. This is because academic activity within a tertiary institution is its bedrock, and when there is dishonesty in the academic processes, it would bring about decay such as ineffective system and low quality graduates which would lead to the corporate morbidity of a tertiary institution. (3) Financial misappropriation is significantly associated with corporate morbidity of tertiary institution. This implies that mismanagement and misappropriation of fund main for developmental strides in tertiary institution leads to ineffective system and low quality output by tertiary institutions. (4) Leadership greed is significantly associated with corporate morbidity of tertiary institutions. This indicates that leadership greed, which is reflected through activities such as excessive wanting of something, which can be excessive wanting of money or power significantly enhances ineffective system of a tertiary and production of low quality graduate thereby leading to the corporate morbidity of a tertiary institution. (5) Leadership significantly moderates the relationship between institutional corruption and corporate morbidity of tertiary institutions. This implies that the nature of leadership in a tertiary institution would weaken or strengthen the effect of institutional corruption on the corporate morbidity of a tertiary institution.
The recommendations of this study are as a result of the conclusions drawn. Its applicability is further premised on the empirical evidence afforded by the findings of the study. Therefore, based on the foregoing, the study recommends that:

1. Administrative compromise as a feature that leads to ineffective system and the production of low quality graduates should be avoided by all means in the administrative processes of tertiary institution. Administrators should be guided by the stated principles and standards in the performance of administrative duties. Lowering of set standards should be totally devoid of.

2. The academic processes in a tertiary institution should be transparent and devoid of fraud as this is the most vital aspect of any tertiary institution. Tertiary institution should endeavor to create an academic honesty unit to inform, educate and sensitize stakeholders about the integrity of academic and create awareness of the negative impact of corruption on a tertiary institution, especial when it intend to deviate the purposes of a tertiary institution from academics to other purposes that it is not main for.

3. There should periodic monitoring of the financial system which includes policing of fund allocation for procurement and infrastructural development in the tertiary institution to avoid financial misappropriation. A computerized information system of fund disbursement and accountability of funds are use should be encouraged in tertiary institutions.

4. Leadership of tertiary institutions should distinct their personal character in the activities of tertiary institution, they should make sure achieving the goals of their tertiary institution is their top priority. There should also be clear separations of power among stakeholders of tertiary institutions to enable checks and balances in the leadership of tertiary institutions.

5. A robust integrated Management Information system should be set up to access reliable data and information that is vital for detecting corruption in the activities of stakeholders in tertiary institution. This MIS requires strong IT system that would be in the form of whistle blowing portal to report with relevant evident information on corrupt practices by key players of tertiary institutions in Rivers State, Nigeria.

This study has succeeded in identifying the existence of corporate corruption in their respective manifestations and has also gone further to identify mitigating efforts that when appropriately applied has capacity to reduce the continuous menace of corporate corruption in the tertiary institutions in Nigeria especially Rivers State. The contribution of this study has the potential of generalization to all other institutions in Nigeria.
References


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