STRATEGIC LEADERSHIP AND CORRUPTION: IMPLICATIONS FOR KENYA'S GEMSTONE INDUSTRY

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DECLARATION

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

Signed ____ Date ______________________

Mathenge Patrick Kanyoro (MALD/11295/0/18)

This thesis has been submitted for examination with my approval as the appointed university supervisor.

Signed ____ Date ______________________

Dr. Wilson Odiyo, PhD

Supervisor

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DEDICATION

I dedicate this research proposal with affection and gratitude to my mother Angelicah Nyaruai Mathenge. Her labour was and has never been in vain. I thank God for her health and life.

ACKNOWLEDGEMENT

I register my deepest appreciation to my wife, Hellen, for standing with me as I waded through extremely murky waters to undertake this study. Our sons and daughters: Marvin, Phillip, Glory, Alex, Julius, Medrine and Ethan were more than inspirational. They walked with me the distance as I covered this assignment without faltering. My assurance to them is that this effort was not in vain. It was for a better Kenya where posterity shall enjoy the natural endowments of this great nation without the urchin of corruption.

The entire faculty at Pan Africa Christian University was more than helpful. Coming back to class nearly 30 years since my undergraduate studies, the faculty was encouraging and supportive. I salute them all. Special appreciation goes to my supervisor, Dr. Wilson Odiyo for his kind support and guidance through this very worthwhile academic excursion.

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ABSTRACT

This research sought to explore the nexus between strategic leadership and corruption in Kenya's gemstone industry. The general objective of the research was to examine the various attributes of strategic leadership against the diverse forms of corruption; to explore the relationship thereof and the implications of the same on Kenya's gemstone industry. The specific objectives of the research were to explore how visionary leadership, change management credentials, ethics, values, fairness and justice impacted on the various forms of corruption across Kenya's gemstone value chain. Strategic leadership is a treatise that has recently attracted the attention of several scholars. Cognizant of the great man, trait and behavioral viewpoints of leadership; strategic leadership is the crux that exemplifies selfless and purposeful service to humanity. There exists a convergence of perception that transformational, visionary, charismatic, change agent, servant, ethical and team leadership styles deliver immense gains that can decimate the tyranny of corruption. Particular philosophical standpoints that define corruption comprise the characteristics and precepts of bribery, fraud, embezzlement, facilitation payment and favoritism. The study focused on five counties with highest activity of artisanal miners of gemstones: Taita Taveta, Kajiado, Kwale, Baringo and Nairobi. The issuance of approvals and licensing for mineral rights is the responsibility of the Mineral Rights Board and the State Department of Mining; under the Ministry of Petroleum and Mining, based in Nairobi. The study population covered 137 stakeholders, with a sample size of 70 participants drawn from the national and county governments and the private sector; all actively engaged in the decision making process in Kenya's gemstone value chain. The study applied a positivist philosophical approach. This was grounded on the basis that the researcher intended to apply a scientific method of investigation. The approach was premised on the thinking that corruption is a human behaviour that needs to be understood. This study utilized the quantitative research method and specifically collected data through the use of a questionnaire; with the use of descriptive study to ascertain protection against bias and maximize reliability through stratified random sampling, pre-planned design for data analysis and structured data collection instruments. The researcher used a questionnaire to collect primary data. Secondary data from authentic industry reports informed the study on relevant additional information. The research used Cronbach's Alpha for reliability as it generated the same score when administered at separate times, locations or populations. Validity of the data was computed through KMO measures. The data collected through the use of questionnaires was analyzed using SPSS Version 26. The analysis of the variables generated graphs, charts, figures and descriptive statistics that are captured in the findings and recommendations of the study. The purpose of the study was to establish if there existed any relationship between strategic leadership (independent variable) and state corruption (dependent variable) in Kenya's gemstone value chain. The results of the research indicated that all the four attributes of strategic leadership (independent variable) and the forms of corruption (dependent variable) exhibited a weak positive linear relationship. Given that the association between the variables was very weak yet positive and granted that correlation provides evidence of association not causation, the research concluded that the four attributes of strategic leadership had little significant impact on corruption in Kenya's gemstone industry. Further research on other attributes of strategic leadership, other styles of leadership and other aspects of corruption would lay bare beneficial findings on the phenomenon of corruption in Kenya's gemstone industry.

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ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
ASM	Artisanal and Small Scale Miners
CDA	Community Development Agreement
CoG	Council of Governors
CSOs	Civil Society Organizations
EIA	Environmental Impact Assessment
ELS	Ethical Leadership Score
EMCA	Environmental Management and Coordination Act
EPL	Exclusive Prospecting License
FPIC	Free Prior Informed Consent
GDP	Gross Domestic Product
IMF	International Monetary Fund
KCM	Kenya Chamber of Mines
KEPSA	Kenya Private Sector Alliance
KMO	Kaiser – Meyer – Olkin Test
KWS	Kenya Wildlife Service
LSM	Large Scale Miners
M4SD	Mining for Sustainable Development

MACRA	Mining Awards Corruption Risk Assessment
MCI	Mineral Contribution Index
ML	Mining Lease
MoPM	Ministry of Petroleum and Mining
MRB	Mineral Rights Board
NACOSTI	National Commission for Science, Technology and Innovation
NEMA	National Environmental Management Authority
NLC	National Land Commission
OMC	Online Mining Cadastre
PACU	Pan Africa Christian University
SACCO	Savings and Credit Cooperative Society
SDA	Seventh Day Adventist
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
TI - Kenya	Transparency International – Kenya
UK	United Kingdom
UNODC	United Nations Office on Drugs and Crime

DEFINITION OF TERMS

Favoritism: occurs when an individual secures advantage, without regard to merit in their field while surpassing deserving candidates. It also denotes behavior in certain way meant to advantage an individual or a section of members compared to others. Key players in decision making show open bias (Kwon, 2005).

Bribery: Bribery is commonly referred to as the token, either monetary or commodity exchanged in a corruption deal. It is a two-way process that involves the giver and the taker of the bribe. A bribe in most instances refers to a certain amount, a specific cut in a contract or may involve any monetary advantage, channeled to a government body /servant or any other person with access and influence on such an official to develop contract for the state or alternatively channel proceeds to the other parties (Transparency International, 2017).

Change management: as structured and systematic approach to achieving a sustainable change in human behaviour within an organization (Ansoff & McDonnel, 1990).

Corruption: Corruption is defined as a phenomenon that that is often linked to affable leadership that occurs when citizens offer bribe in order to escape punishment for detrimental behavior or alternatively when application of rules in manipulated, for example in a matter of misappropriation (Svensson, 2005).

Decision Making: it is a calculated and rationale thought process involved in the selection of options or alternatives available in the consideration of an action (NIŢĂ & Solomon, 2015).

Embezzlement: Embezzlement is literally considered misappropriation of utilities conducted by employees who have been entrusted in positions for control and responsibility to administer them. Embezzlement at times manifests in unethical and disloyal employees stealing from their employers. Often times, it isn't viewed as in a legal view standpoint, yet is included in the broader definitions (Varga-Hernandez, 2012).

Ethical practices: constitute moral principles that are deemed to guide the officials in an organization in work related aspects which control conflicts of interest and abusing of positions or offices by the individuals in hierarchical positions (Bubble, 2012).

Ethics: the study of moral conducts and moral status. It seeks to clarify the logic and adequacy of the values that shape the world, assessing the moral possibilities which are projected and portrayed in the social give and take (Cooper, 2012).

Extortion: The term extortion is applied when money and other resources are solicited through threats, violent conduct or force. They remain corruption transactions in which money is forcefully and viciously obtained by those in authority and power. Very little is returned to those facing the extortion (Johnson, 2014).

Facilitation Payment: Facilitation payment typically refers to monetary tokens advanced to state agents by individuals or bodies so as to hasten various applications on their behalf (Transparency International, 2017).

Fairness: the perception by a person that a decision, outcome, or procedure is both correct and balanced (Sheppard et al., 1992).

Fraud: Fraud refers to a willing action meant to manipulate someone or body, which consequently leads to perpetrator conferring a loss towards the victim while on the other hand securing gains (The Institute of Internal Auditors, 2019).

Justice: has been thought about as an attribute of societal order, as a human virtue or as an attribute of an act (Kelsen, 2000).

Strategic Leadership: Strategic leadership refers to the capacity in inspiring individuals towards resolution so as to increase profitability of an institution whereas prolonging their financial success in the long run. It is argued that for an institution to properly monitor and counter change, strategic leadership ought to offer leadership on direction, establish control as well as aligning employees towards executing change, illustrating the component of transformation (Robinson, 2011). It is also defined as the ability to anticipate, envision the future, maintain flexibility and empower others to create strategic change as necessary (Hitt, Ireland & Hoskisson, 2015).

Thievery: Thievery is usually manifested in straddling, which happens when the leadership methodically and deliberately applies their influence to conduct deals that enhance their private investment portfolio (Transparency International, 2017).

CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

The chapter introduces aspects that were the main focus of this research: strategic leadership and the vice of corruption within the context of Kenya's gemstone sector. In pursuit of deeper understanding of the concept of strategic leadership, the researcher focused on four critical attributes; leadership vision, change management credentials, ethics and values as well as leader's sense of fairness and justice. The research investigated how the vice of corruption has permeated the gemstone sector by way of examining five forms of corruption; bribery, embezzlement, facilitation payment, fraud and extortion. This chapter further presents the statement of the problem, objectives of the research, research questions that guided the study, assumptions, rationale and relevance of the research.

Background to the Study

Kenya's economy has traditionally relied on agriculture, tourism, manufacturing and service industries; paying little attention to the extractives sector. Kenya's extractive sector comprises of mining, geothermal, oil and gas; all with a potential to leapfrog current contribution from about 1% to GDP to about 4% to 10% of the country's GDP by 2030 (Kenya Mining Investment Handbook, 2016). The extractive sector plays a significant role in specifically steering growth for the construction and manufacturing sectors in Kenya and the greater East African region.

In their study, Caripis, Shaw & Skok (2017) established that sustainable growth is attributed to open and decisive mining. They argued that the most critical step is ensuring a corruption free approval. This is due to the fact that approvals are the first and critical steps for any individual or cooperation that seeks to secure mining rights anywhere in the world and Kenya in particular. The approval process guides the decisions that follow; mining dynamics, among them mining leases and renewals. Kenya ought to start on the right footing and ensure that the process of application and eventual granting of mineral rights are transparent. This shall help Kenya avoid the resource curse that has afflicted many developing nations across the globe.

Strategic Leadership

Strategic leadership is anchored on the unique capacity to think purposefully while maintaining flexibility and working with others to infuse changes that create a sustainable organization. When rightly applied, strategic leadership aids in creation of organizational objectives. It acts as a stimulus towards the attainment of the desired outcomes (Lussier & Ashua, 2007).

Since it entails adapting to change, strategic leadership attains this by: guiding an organization on handling change and offering the top leadership expertise on handling complications of perpetual change. Strategic leadership is set apart by the fact that it is purposeful. The leader is clear on what the organization hopes to deliver for the stakeholders' right at the onset (Pearce & Robinson, 2011).

Strategic leadership denotes the capacity of leadership to establish and uphold objectives for an institution's sustained longevity by way of attaining present day institutional deliverables even as they continually watch over shifts inside an institutional setting (Njiiri, 2016). The environmental scanning details assessing elements with the ability to weaken running of an institution and emerging prospects that may be in existence within the setting, all geared towards positioning the organization for the future (Gakenia, Katuse & Kiriri, 2017).

Corruption

The economic impact of corruption at the global level is tragic. It is estimated at roughly $1.5 trillion to $2 trillion, accounting for about 2% of global GDP (IMF, 2016). The Kofi Annan Foundation Deepening Democracy Report (2017) stated that corruption contributed to "rotting the entire political system slowly from within", becoming a major hindrance to economic growth. Sustainable Development Goals (Goal 16) and Agenda 2063 (Aspiration 3) have identified tackling corruption a major item in their schedule. Projections signal a much worse situation with the total economic burden of corruption within Sub-Saharan African Nations skyrocketing from US$1,000/ person annually towards over US$2,000/person annually by 2030 (PWC, 2016).

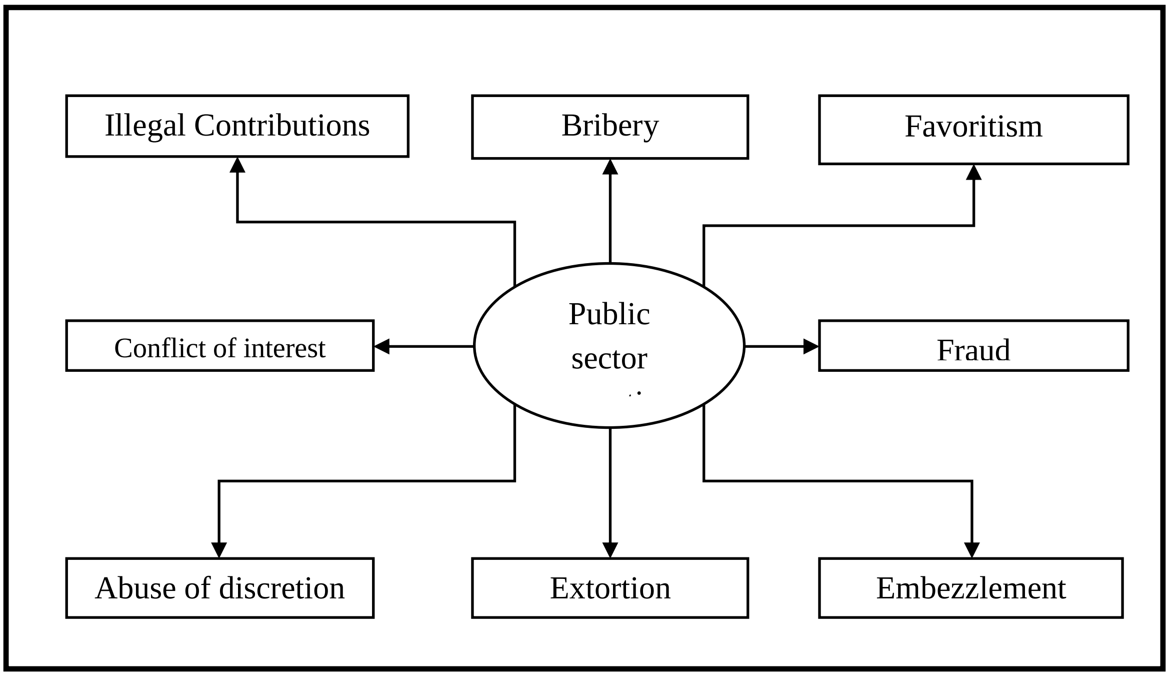

FIGURE 1.1: FORMS OF CORRUPTIONS (UNODC, 2011)

From Figure 1.1 above, it is clear that corruption in the public service manifests in various forms. This study examined the existence or absence of such forms of corruption at both the Mineral Rights Board and the State Department of Mining.

Global Gemstone Trends

Hunter & Lawson (2020) aver that the global annual market for rough coloured gemstones in 2015 was estimated at between US$17 billion and US$23 billion. Africa prides herself as a prominent player in the gemstone value chain; with major suppliers being Madagascar, Angola, Zambia, Tanzania, Democratic Republic of Congo, Kenya, Rwanda, and Ethiopia among others.The gemstones are mainly shipped across the Indian Ocean to Asia; especially Thailand, India and Sri Lanka for beneficiation. The rough coloured gemstones are chiefly mined by artisanal and small-scale mining (ASM) operators, owing to the fact that the deposits are small and therefore unattractive to large scale miners.

African nations have the opportunity to redeem themselves from abject poverty by supporting ASM activities and hence offering jobs at village level to the citizens. The unfortunate reality is that the anticipated economic benefits are rarely realized, owing to the absence of policies that cater for the ASM actors. The Africa Progress Report (2013) states that the mismatch between the availability of the resources and access to economic benefits is obscured by challenges such as poor governance and non-transparency in allocation of mineral rights.

The Mining Industry in Kenya

Kenya boasts of reasonable deposits of industrial minerals (limestone, gypsum, soda ash, silica and iron ore); base metals (titanium, manganese and lead); gemstones (ruby, sapphire, Tsavorite, amethyst and tourmaline); dimension stones (gravel, granite and marble); precious metals (majorly gold) and construction aggregates (Ministry of Petroleum and Mining, 2018).

Kenya's mining sector has a number of key players, each making its own contribution based on their mandate along the value chain. The main players in Kenya's mineral sector are: The ministry of Petroleum and Mining (through the State Department of Mining), Mineral Rights Board, Mining Companies, Kenya Chamber of Mines, Association of Women in Extractives – Kenya, Civil Society Organizations, academia, artisanal miners and communities living in the mining areas among others (Transparency International, 2017).

Kenya has established sets of laws complementing the anti-corruption fight, hence an enabling legal policy framework. These laws are contained in the Anti-Corruption and Economic Crimes Act (2003), The Bribery Act (2016) and Access to Information Act (2016). These are all geared towards ensuring that the citizens and actors in the mineral sector have the level of information and necessary safeguards to not only tame corruption but enhance acceptable levels of governance within the sector. The researcher is of the view that the existence of corruption in the gemstone value chain can only be explained by other factors as the necessary legal framework is in pace. This study explored how strategic leadership impacted on corrupt practices among the different players in the gemstone value chain.

Kenya's Gemstone Industry

Kenya is home to over 10 different precious colored gemstones, including: Ruby, Tsavorite, Yellow Tourmaline, Green Tourmaline, Flourite, Red Garnet, Aquamarine, Amethyst, Liolite and Blue Sapphire (State Department of Mining, 2019). This is a pointer to the fact that gemstones possess the ability to significantly deliver a major contribution to Kenya's GDP. Sitting on the geologically endowed Mozambique Belt, Kenya's potential in terms of minerals yet to be discovered is notable. However, mining is a capital and knowledge intensive industry. Kenya therefore needs to invest time and resources so as to position herself as a hub of choice for investors in this sector.

A UK Department for International Development report (2015) found that around 800,000 of the local population in Kenya earned their livelihood from ASM industry, whose contribution to the GDP was estimated to be around 1%. The mining construction industry is estimated to generate jobs close to 90,000 jobs within quarries, sand and other areas. Majority (75%) consist of artisanal miners. Gold mining in counties like Taita Taveta, Migori, Siaya and Turkana offers employment to over 40,000 locals. Further, gemstone mining nationally offers employment to around 30,000 Kenyan miners. The ASM industry as a result is a critical source of livelihood to around 140,000 Kenyans. Crawson (2011) postulates that diverse types of minerals exist in Kenya, yet only few are being exploited. For example, Taita Taveta County is rich in several gemstones (Tsavorite, red, green and yellow garnets, ruby, green and yellow tourmalines, blue and pink sapphire, amethyst, peridot, iolite, spinel, rhodolites, and kyanites), all with considerable potential to generate wealth for the miners, investors and local community members.

Statement of the Problem

Africa is vastly endowed with minerals with over 12 nations accounting for the top 20 nations in the global minerals grid. Mining within the African context forms an integral segment of the African economic growth and cultural development. Kenya, with her vast unexplored and unexploited mineral resources ought to tap into the existing opportunities to raise the social and economic benefits of Kenyans (World Bank, 2016).

Kenya is poorly rated in respect to corruption. The vice has been regarded as a critical bottleneck to supporting existing investments and attracting new investments across all the sectors of the economy (Transparency International, 2017). The nascent mining industry has not been spared by this monster in its various forms. This has impacted the issues of licensing, processing of export permits, delineating exploration blocks, issuing mining licenses and permits and creating an enabling investment climate. The ranking of Kenya by the Fraser Index (2017) as position 90 out of 91 has not helped.

There is alleged lack of transparency from the Mineral Rights Board and the State Department of Mining on application and granting of mineral rights, licenses and agreements since independence. In May 2015, 65 prospecting and mining licenses were cancelled without due process, leading to lengthy lawsuits; some of which the government of Kenya lost, with the attendant cost to the taxpayers. Similar action was repeated in December 2019 when the Cabinet secretary for Petroleum and Mining revoked 26 licenses on the basis that they had expired. They were issued under the repealed Mining Act (Cap. 306) and whose holders had not applied for grant of similar type of rights under the Mining Act, 2016. This analysis aimed at exploring the extent to which strategic leadership, especially at Ministry of Petroleum and Mining (MoPM), County Governments and the private sector players in Kenya's mineral industry influenced corruption, its related social and economic tribulations to actors across the gemstones value chain.

The existence of natural resources; specifically mineral wealth, attracts the vice of rent seeking. This offers a fertile ground for corruption to take root and thrive as those who are custodians of the resources engage in rent seeking (Ades & DiTella, 1999). Ades & DiTella (1999) conducted studies in 52 countries that exported fuels and minerals for their gross national product. The findings of the study were that when the exports grew by one standard deviation, corruption swelled by 0.37 points. This led to the conclusion that when nations discovered significant natural resources, strong institutions were necessary to tame corruption. Kenya has significant oil deposits in Turkana, mineral sand in Kwale, Tsavorite in Taita Taveta and ruby in Baringo amongst many others.

Bhattacharyya & Hodler (2010) share the findings by Ades & DiTella (1999) that an increase in rents from natural resources perpetrated by public officers are especially notorious of augmenting corruption in all jurisdictions with weak and undemocratic institutions. In jurisdictions with stronger and independent institutions, coupled with an environment where public officials are called to a higher degree of accountability and transparency, corruption can be obstructed. Kenya Mineral Rights Board was established in order to ascertain accountability and transparency in the application and issuance of mineral rights.

There is little anecdotal evidence that the subject of strategic leadership has been adequately covered in Kenya's nascent extractives industry. This may be explained by the fact that Kenya as a nation has not concluded the mapping of its mineral resources. The conclusion of the mapping exercise shall offer an opportunity to the MoPM an opportunity to get a more strategic approach on how the mineral resources ought to benefit Kenyans.

Regarding methodological gaps, previous research in the area of strategic leadership largely used mixed-methods and qualitative research methods. Past studies have heavily relied on collecting data by way of the census approach. The researcher in this study elected to apply stratified random sampling on 50% of the population. Most of previous studies have focused on a homogenous population. This has resulted in inadequacy in capturing the input of other stakeholders. This study purposed to capture the heterogeneity of both the state and non-state actors in Kenya's gemstone industry.

Contextually, the previous studies reviewed by the researcher in respect to the subject of strategic leadership concerned themselves with corporates. Kiarie & Minja (2013) focused on stock brokers. Ng'angá (2013) focused on flower farming. Maroa & Muturi (2015) focused on SACCOs. Waititu (2016) focused on banking. Ogochi, Odiyo & Ongeti (2018) focused on Seventh Day Adventist church, a faith based organization. The only studies that gave attention to the subject of corruption were World Bank (2016) and Transparency International (2017). This research study addressed the gap related to the absence of studies on corruption in the mining sector, specifically the gemstone industry in Kenya.

This research therefore sought to plug the gaps by way of carrying out a study to explore the relationship between strategic leadership and corruption in regard to both the public and private sector actors in Kenya's gemstone value chain. Given that there was not much academic literature that existed in this area of study, the researcher sought to establish the association between the independent and independent variables without the rigors of causality but with the viewpoint of investigating the association between the variables.

Objectives of the Study

The general aim of the research was to explore the association and/or relationship between strategic leadership and levels of corruption in Kenya's mineral sector, with special focus on the gemstone value chain.

Specific Objectives

i) To identify the extent to which leadership vision influenced corrupt practices across the gemstones value chain.

ii) To establish the extent to which leadership change management credentials influenced corrupt practices across the gemstones value chain.

iii) To analyze the extent to which values and ethics influenced corrupt practices in the gemstones sector.

iv) To analyze the extent to which leaders' sense of fairness and justice influenced corruption across the gemstones value chain.

Research Questions

This study focused on four research questions, all geared towards seeking to understand the extent to which there may or may not have existed a relationship between the four attributes of strategic leadership and the five forms of corruption in Kenya's gemstones sector. In order to get a deeper and more informative perspective, answers to the following questions were necessary in guiding the research study:

i. To what extent did leadership vision influence corrupt practices in Kenya's gemstone sector?
ii. How did leadership change management credentials influence corrupt practices in Kenya's gemstone value chain?
iii. What was the contribution of application of values and ethics in influencing corrupt practices in Kenya's gemstones industry?
iv. How did the leader's sense of fairness and justice influence corruption in Kenya's gemstone value chain?

Answers to the above questions informed the study on the relationship between the four attributes of strategic leadership and the five types of corruption in Kenya's gemstone value chain as discussed in chapter four of this study.

Assumptions of the Study

The first assumption of the study was that the four attributes of strategic leadership that existed among the state officers serving at the national and county government systems and the leaders of the private sector that had direct engagements in the gemstone value chain within the five counties covered by the study. The study assumed that the attributes not only subsisted but that the persons in such positions of leadership were aware of the attributes and how the same affected their ability to manage incidences of corruption within their course of duty.

The study assumed that the respondents were willing to freely participate, making honest disclosures on how corruption attempts manifested in their normal course of business. It was assumed that the respondents would complete the questionnaire with utmost honesty so as to render the findings of the study critical and authentic in offering guidance for future interventions regarding managing corruption in Kenya's gemstone value chain.

The study assumed that the researcher would be able to access decision makers in the national and county government offices and the private sector players within the gemstone value chain. This assumption was informed by the fact that access to the top leaders and managers would offer a more realistic impression on the influence of corruption on the gemstone value chain. Finally, the study assumed that the weather would be fair at the point of the field visits and that it would be possible to access the target population in the five counties across Kenya.

The researcher was cognizant of the reality that while questionnaires would be sent to the respondents, some of the directors of gemstone mining operations would require physical visits. Owing to the COVID–19 (coronavirus) pandemic, all questionnaires were administered and returned online due to movement restriction in force at the time of the study.

Rationale of the Study

Kenya’s mining sector is an area that has not been explored and exploited optimally since independence. There is adequate evidence about robust mining activity in the colonial days. Various geological reports point to vast deposits of mineral resources across the country. Despite the perceived potential, there has not been much commercial mining activity, save for building materials; dimension stones, sand and limestone for cement production (Minerals & Mining Policy, 2016). Preliminary indications are that several barriers to entry into the industry , information sharing and facilitation by the national and county governments have not offered necessary support to the domestic and foreign investors to venture to this very high risk, capital intensive and lucrative sector (Ministry of Petroleum & Mining, 2018).

This study explored existing bodies of knowledge on strategic leadership and corruption, existing gaps, made necessary contribution; especially to policy-makers on opportunities available to address corruption in the sector, including further studies to address the phantom called corruption.

Significance of the Study

The results of the study may be helpful to business management organizations such as KCM and KEPSA. The study will contribute to equipping them with evidence-based tools to lobby government on bottlenecks associated with corruption and hopefully contribute to ease of doing business in Kenya's mineral sector. This study was undertaken so as to explore the current and potential opportunities in applying the four attributes of strategic leadership in addressing the vice of corruption that had choked the gemstone sector at the time the study; with a view to making recommendations for a more transparent approach in awarding mineral exploration, mining and trading licenses. The study presents the findings in chapter four that informed the leadership of the national and county governments and mining companies on the five forms in which corruption manifested in the mineral industry, especially the gemstone value chain. This study will guide the policymakers in coming up with practical interventions that will unveil the potential for economic contribution and uplift the lives of several citizens living in abject poverty in rural Kenya, despite the nation's rich geological endowment.

Scope of the Study

The research appreciated that the entire nation of Kenya with its 47 Counties has potential for numerous mining and mineral based ventures. The study focused on five Counties: Baringo, Kajiado, Kwale, Taita Taveta and Nairobi.

Justification of the Study

The justification for focus on the five counties was that they controlled Kenya's gemstone trade; either as counties of origin, value addition, export origination or the end market. The study was scheduled to be conducted between June and July 2020, with 137 and 70 participants for the target population and sample size respectively. The study concentrated on the gemstone value chain only, covering the various aspects of licensing, prospecting, extraction, value addition and dealership. The study explored the existence or absence of corruption among state officers at the Ministry of Petroleum and Mining, the five county governments, the mining and trading companies operating across Kenya's gemstone value chain.

Limitations and Delimitations of the Study

This research was very sensitive especially because it touched on the question of corruption and sought responses from public officers, leaders and owners of mines and traders across the gemstone value chain. The researcher anticipated a low response to questionnaires and even to a fair extent withholding of truthful and correct information mainly due to self-preservation of some of the participants, especially those in the national and county governments. In order to mitigate the foregoing, the researcher sought to have a fifty per cent sample of respondents for every category of stakeholders across the gemstone value chain: The Ministry of Petroleum and Mining, Mineral Rights Board, County governments, companies engaged in mining, organized groups for small and artisanal miners, licensed dealers and trade associations. The study was initially designed to have travel to the four counties that host mining locations; most of which are located in remote and inaccessible areas, especially during the rainy season.

The researcher had engaged in adequate planning and resourcing for a four-wheel drive vehicle and adequate security to reach the mining locations upcountry. Eventually, questionnaires were shared and returned electronically owing to movement restrictions by the government in a bid to tame the spread of coronavirus. In some instances, research assistants were facilitated to travel to the mining locations (especially in Taita Taveta and Kwale Counties) to complete the online questionnaires owing to literacy levels, limited access to devices (smart phones and laptops) and access to the bandwidth connectivity. There was an anticipated risk that the artisanal and small scale miners would not have been at ease responding to the questionnaires for fear of victimization by the national and county governments officials. This therefore meant that the researcher had to reassure the artisanal and small-scale miners of utmost confidentiality in order to shield them from undue treatment in the future.

Regarding delimitations, the researcher chose to work with the resources at his disposal and hence limited the study's geographic coverage to the five counties with the highest production and trading activities for gemstones. The researcher opted for the sample size of seventy respondents given the physical distances that had to be covered; owing to the geographic spread between mines in Taita Taveta, Kajiado, Baringo and Kwale. The researcher made use of stratified random sampling to ensure that all players in the gemstone value chain were adequately covered by the study. Given that there were about 230 players registered with the Kenya Chamber of Mines as at the time of the study, the researcher considered a target population of 70, informed by the 30% practice by Mugenda & Mugenda (2003) for such heterogeneous study populations.

Chapter Summary

This chapter covered the specific aims of the research, the research objectives as well as the research questions that guided the review. It further examined the justification and significance of the study. The chapter further scrutinizes the scope of the research, the assumptions, limitations and delimitations of the research.

CHAPTER TWO: LITERATURE REVIEW

Introduction

This chapter reviewed existing publications on leadership theories, strategic leadership and corruption. The chapter further examined the attributes of strategic leadership: leadership vision, change management credentials, values and ethics, leader's sense of fairness and justice in resources allocation. The chapter looked at the theoretical and conceptual frameworks that would yield the best results for the research. The study was anchored on strategic leadership as the base theory.

Leadership Theories

Leadership theories are generally grouped in a wide range; from the classics such as great man, trait, behavioral, contingency to contemporary ones that are typified largely by function; transformational, transactional, servant and strategic among many others (Singh, 2015). In contemporary practice, experts have assigned leadership styles to explain particular traits and behaviors of that are exhibited by leaders and that facilitate them achieve best results in defined circumstances (Duggan, 2016). Yang & Lim (2016) support the view that leadership theories are fast evolving in order to serve leaders in the ever-changing world. They aver that leadership theories must of essence undergo metamorphosis, reinvention and amalgamations in today's agile organization.

McCleskey (2014) postulates that all leadership theories attain their form and seem to leverage their existence based on individuals with extraordinary characteristics. This accounts for the variations in definitions and utility of this broad subject. This study is generally predicated on the Upper Echelons Theory and specifically the strategic leadership style. This is because the researcher recognizes the need for group effort across the mineral value chain that will involve inspiring, motivating and influencing all stakeholders towards a vision, direction or goal that will address corruption in Kenya's gemstone sector (John & Chattopadhyay, 2015).

Upper Echelons Theory

This theory states that organizations are a reflection of the skills, expertise and values of the senior leaders as they work at a strategic level (Phipps & Burbach, 2010). This is in line with the conceptualization of this study in which the researcher holds the view that strategic leadership can influence levels of corruption in Kenya's gemstone value chain. This theory offers a solid context upon which strategic leadership may play a central role in rendering effect to taming corruption by way of strategic decisions (Carpenter et al., 2004). Strategic leaders are without a doubt very critical in delivering quality service by public organizations to the citizenry. The state department of mining is no exception. This theory guides the conceptualization of strategic leadership in influencing taming corruption in the context of Kenya's gemstone industry.

Strategic Leadership

Hitt, Ireland & Hoskisson (2014) advance the view that strategic leadership exhibits the leader's ability to anticipate, envision and maintain flexibility so as to enable others to create and execute strategic change as necessary. Capon (2016) postulates that strategic leadership exhibits the leader's capacity to influence individuals and/or group in pursuit of set goals. He summarizes that leadership is perceived as good and acceptable when strategic vision is obtained and there is deliberate execution to ensure that tangible results are achieved. Strategic leadership is denoted as the blend of leadership conceptions and plan, a model normally applied to explain reason behind every action plan and reaction of senior leadership within an institution (Bratton, Grint & Nelson, 2005). Strategic leadership is a result of mastering a wide range of skills among them initiative, competence, persuasion, integrity, flexibility and concern for others (Goffee & Jones, 2006). The source of leadership is the influence that the leader exercises on those that they lead so as to impact their attitudes and behavior with a view to directing their strengths and energy towards accomplishing organizational goals and vision (Buchanan & Huczynski, 2010). To achieve optimum results, leaders apply several yet complimentary styles besides formal legitimate power. They invest towards rewarding, expert and referent ability so as to win the cooperation of their followers (Al - Khasawneh & Moh'd, 2013). Strategic leadership is the capacity to inspire individuals towards astute decision-making to supplement the goals of an institution's long-term success whereas securing financial stability long term.

Pearce & Robinson (2014) claim that strategic leadership concerns itself to the ability to cope with change, making the leaders adjust themselves accordingly so as to address emerging issues in the course of business. Lynch (2015) shares a similar view and adds that strategic leadership espouses the virtues of communication, especially ability to listen to other members of the organization so as to create an environment that supports spreading knowledge, creativity and innovation.

For an institution to properly oversee change, management leadership ought to offer a feeling of administration to establish control and align employees to execute change, illustrating the component of transformation (Holman, 2011). Strategic leadership inspires staff to devote necessary effort and commitment to give their maximum effort in pursuit of the organizational goals (Hsieh & Yik, 2011). The researcher explored the extent to which the teams at the State Department of Mining and the Mineral Rights Board applied themselves to serve the individuals and companies engaged in gemstone against corrupt practices. Strategic leadership forms the purpose (mission). It gives meaning to an organization. It involves envisaging and anticipating a future for the organization or perhaps a government body or department as is this the case for this study. It also involves working with others (in this case the miners and traders of gemstones) to secure a viable future (Bateman & Snell, 2011). Strategic leaders have an obligation to use their positions to align staff and institutional utilities towards a shared path (in pursuit of the vision of their organizations) (Akinyele & Olufunke, 2007).

Characteristics of Strategic Leaders

Strategic leadership practices are critical. They are central in determining the strategic intent which in turn impacts successful strategic systems and procedures in an organization (Kirimi & Minja, 2010). Strategic leadership is a critical part in the wheel of every organization. It facilitates the ability of the leader to create an organization's vision, mission, strategies and culture (Gill, 2010). Applying strategic leadership traditions, senior leadership exhibit their effective understanding of an institution's setting (Serfontein, 2010).

Leaders' impact preferred institutional objectives by influencing the company's culture, distribute utilities, manage framework and develop consensus with their teams for necessary future actions (Geras, 2010). Dragoni et al. (2011) view strategic leadership as the "capacity to express a vision and dominate plan, exhibit a firm business pedigree as well as emerging international trends" (p. 840). Leaders must acquire and apply strategic leadership if they hope to steer their organizations towards effective and efficient targets (Deeboonmee, 2013). Fundamental leadership competences "enable leadership to strategically think and storm the challenges properly: the power to speculate, interrogate, resolve, decision making, aligning as well as learning" (Schoemaker, Krupp & Howland, 2013, p. 1). Together with corporate performance, they mutually exist. Both are central in facilitating organizations remain competitive in the 21st century (Nga'ng'a, 2013).

The Visionary Leader

Key actions require a well meshed blend of a seductive and promising leadership in concern, owing to the inefficiencies of each as an isolated style (Katri, Templer & Budhwar, 2012). Visionary leadership is heavily dictated by results (Milner & Joyce, 2012). As the head, they determine an institutions upcoming plans. Thereafter they work out with the followers on proper execution. Normally, visionary leaders possess capacity in scanning the outside setting, imagine planned changes and create plans on options to counter risks and scout prospects in a collaborative effort (Kunnanatt, 2016). Crespo (2010) asserts that the inspiring quality of visionary leadership "enables it to develop consistently and establish emerging views to inspire enthusiasm elsewhere" (p.33).

Leadership vision can be described as a quality that essentially identifies patterns where the schemes and aims can develop naturally or be created in a purposeful manner (Zalazar, 2012). According to Piqueras, "visionary leadership has the ability to move crowds" (Piqueras, 2014, p.1). From the foregoing, it is clear that leaders who carry a vision must work in partnership in a team effort, institute schemes and agree on a vision for their organizations. Top leaders are normally tasked with the responsibility of motivating and helping their teams work collaboratively so as to enhance the goal of staff involvement (Kantabutra & Avery, 2011).

Leaders with a vision derive their abilities from varied sources. They have visions and employee motivation is their source of power. Leaders who accentuate vision are more successful than those who do not (Çınar & Kaban, 2012). Leadership that is guided by a vision is normally focused on ongoing and future mission. Visionary leadership is deemed a category of transformational leadership. It has the affinity of an expeditious task achievement as set out by the organization (Breevaart et al., 2014).

The Ethical Leader

Practical wisdom cannot be acquired solely by learning general rules. It is important that leaders render themselves to operate within some value system (Stanford, 2005). Northouse (2009) identified six critical pillars that define ethical leadership. They are: character, actions, goals, honesty, power and values of leadership. He postulates that human beings consider those critical pillars in making decisions. This reinforces Aristotle's edict that unlike other species, human beings have a rational soul.

Strategic leadership tradition is anchored on adhering to the values, ethics, behavior, codes and standards of an institution (Kirimi & Minja, 2010). Ethical behavior involves leadership aptitude to humility, demonstrates being considerate, endeavors to pursue impartiality, being responsible for their actions and being respectful to others (Mihelič, Lipičnik & Tekavčič, 2010). Ethical practices are ordinarily associated with superior reputation, trust, confidence besides enhanced organizational performance (Hale, 2013).

Core values detail globally accepted systems of beliefs as well as conduct in an organization. When deliberately steered, they help reinforce the aim of an institution (Anwar & Hasnu, 2013). They are referred to as beliefs, qualities, characteristics and individual norms as approved by the leadership of the organization to guide the journey towards its vision and mission. Core values guide team members to exhibit fair treatment, honesty, truthfulness, ethical behavior, innovation, creativity, teamwork, excellence, superior customer service, social responsibility and social conscience (Thompson et al., 2014). Sound ethical practices contribute significantly to organizational performance (Alshammari, Almutairi & Thuwaini, 2015).

Fairness and Justice

Institutional justice implies the degree to which staff view company processes, engagements and results being fair to them (Baldwin, 2006). Procedural injustice would in view of the foregoing represent any scenario that promotes procedures that are not perceived to be fair to the employees. Notions on fairness affect degree of employees' acceptance and adjustment to organizational change. They are influenced by variables such as communication and involvement of the employees (Sharpe, 2006). When addressing issues of fairness and justice, it is important to observe that on one part, the government needs to treat miners with fairness and justice. On the other part, companies and individuals involved in the gemstone value chain must create doctrines in line with the national and international policies bill of rights, transparency, gender awareness inclusivity, environmental and community effects (Oxfam, 2017).

A Change Agent Leader

Within the community, a change agent duty is interconnected to the leader's expert power. Such leaders manage through harmonious teams, requiring them to choose their team members judiciously for enhanced cohesiveness and motivation towards enriching organizational performance (Ates, 2004). Strategic leadership as a change advocate has the responsibility of conducting the change process. Strategic leaders persuade workers to be teammates and work collaboratively (Stewart & O'Donnell, 2007). A strategic leader possesses influence competencies that motivate the staff to commit time necessary in realizing the desired change objectives (Robbins & Judge, 2013). Drafting and developing conduct constructively induced execution success within tougher settings and emerging dynamics. Managing conduct denoted a negative impact on execution outcome within change scenarios, lest the conduct was applied together with drafting or developing a behavior (Higgs & Rowland, 2011).

Corruption

Giving out bribes to individuals has a direct impact on gaining favor or avoiding negative dangerous impact of imprudent state control. It improves economic involvement (Osterfeld, 1992). Caripis, Shaw & Skok (2017) established that open and accountable mining has ability to anchor economic growth. They argued that the most critical step is ensuring a corruption free approval. This is owing to the fact that approvals are the first and critical step in the mining value chain. The approval process guides the decisions that follow; applications to permit mining, individual award of licenses and leases.

Government capacity and resources in developing nations such as Kenya are limited. They undertake a crucial part in shaping integrity of licensing systems, not just in mining but across board. This scenario leads to low compensation in terms of salaries and wages, a stimulus driving corruption. Most governments (the developing and leading mining jurisdictions like Australia and Canada) have challenges retaining staff with sufficient capacity levels (Transparency International, 2017). A nation such as Kenya lacks high capacity staff, underscoring the necessity for more effective systems. One of the critical reasons for corruption in the mining sector and specifically the gemstone industry is that uncontrolled mining takes place by taking advantage of weak points in a government structure or laws and mining in war torn regions zones (World Bank, 2016). Sustainable Development Goal 16 pursues the need for just, peaceful and just societies to “significantly combat corruption in its entirety” (United Nations, 2015).

Consequent result of the effort is significant since the fresh thought provoking publication stating that close to 80% of the global population is surrounded by the menace of corruption (Transparency International, 2016). Upon due consideration, researchers have analyzed the stands among the world’s consistent menace; impacting environmental management programmes, human freedom, global and national defense, healthcare provision, access to justice, growth of the economy and legitimacy of administrations globally (Feathers, 2014, p.287).

Some of the common causes attributed to the menace of corruption are: rude colonial administrations, unstable management, greed, supreme state, favoritism, lack of public involvement in governance, vulnerable organizations, lack of political goodwill, substandard ethical norms, centralization of power or resources, toothless judicial processes, incessant insecurity and conflict (Loch & Lumumba, 2014).

Kenya cannot be removed from the vagaries of these causes. The citizenry must take a deliberate stand to liberate them from the indignity that stems from a corrupt society. In Kenya, the existence of miners not authorized by the national government is quite widespread. This research sought to understand the link between formalization and corruption. It is widely believed that setting up a system that regulates operations through regulation enhances accountability and certainly less corrupt practices.

Bribery

Bribery is commonly referred to as the monetary payment involved in a corruption deal (Transparency International, 2017). It is a two-way process that involves the giver and the taker. A bribe in most instances refers to a certain amount, a specific cut in a contract. It may involve any monetary advantage, channeled to a government body /servant or any other person with access and influence on such an official to develop contract for the state or alternatively channel proceeds to the other parties.

Bribery entails dishonest manipulation of an individual to secure a favour of monetary payment or any reward that may vary from physical gifts, loan facilities fees, tax reliefs or donations (Johnson, 2014). Bribery has the ability to aid conspiracies. Bribery involves providing, issuance, acceptance of monetary or nonmonetary token meant to acts as facilitation towards a certain action that may be lawful or unlawful, unethical or contravenes a policy. Bribes take several forms; from kickbacks, gratuities, financial contracts, baksheesh, sweeteners, payoffs or speed to grease money. Bribes are not a preserve for public servants. People in private sector and politics also engage in bribery.

According to the Ethics and Anti-Corruption Commission (2016), Kenyans seeking public service rated the following as the key impediments to service delivery: Delays in service provision (40.6%), which is often used as a way of soliciting bribes; corrupt deals involving bribes (39.1%); lack of public gratitude (32.9%). Components of crime (31%), prejudice (30.7%) and lateness (28%) are commonly reported citizens seeking services in state bodies.

Facilitation Payment

Facilitation payment is regarded as bit of payment, advanced so as to obtain or alternatively hasten the application procedures of a normal process (World Bank, 2011). Facilitation is meant to entice the agent to fast track a necessary process so as to enable the person or organization making such a payment access a service that would have otherwise delayed for several reasons, genuine or otherwise. The UK's Bribery Act 2010 perhaps sets the pace in the world in criminalizing bribery within government and private entities. They have set up the SFO (Serious Fraud Office) to advance investigation then prosecution of corruption cases deriving strength from the Bribery act in the country. The Act is for monitoring activities in the United Kingdom and the activities United Kingdom citizens or immigrants and United Kingdom related firms globally. It establishes unlawful activities with strict punishment for persons or groups and hefty bails for indulging in bribery, including facilitation payments. Ernest & Young (2015) further defines facilitation payment as “illegal remittance advanced to government officers so as to obtain alternatively hasten the application procedures of a normal process. The individual facilitating payment normally has a rightful and lawful obligation to get services."

Embezzlement

Embezzlement literally is misappropriation of utilities enhanced by individuals who have been entrusted with positions for control and responsibility to administer them. This at times manifests in unethical and disloyal employees stealing from their employers. Often times, it isn't viewed as corruption in a legal perspective, yet it is entailed in comprehensive descriptions (Transparency International, 2017).

Embezzlement involves misappropriation public utilities and finances. It is conducted by government officials managing public institutions. It is dominated by theft of finances, public infrastructure for individual benefit from government pools (Varga-Hernandez, 2012). In legal principle, corruption is an exchange involving parties (government official and member of the public) in which the government acts outside their powers as legally provided in pursuit of an individual gain in the form of a bribe. Unfortunately, the community suffers whenever public utilities are misappropriated, representing lost opportunities for the citizenry. In many corrupt jurisdictions; especially with state mining corporations, embezzlement remains a key part of the resource extractive capacity of the elite class; perhaps more lucrative compared to extraction by bribery (World Bank, 2016).

Fraud

Fraud is defined as when a public official (agent), charged with the responsibility of conducting certain responsibilities as allocated by their seniors, deliberately breaching channels of communication for personal gain; thereby the commonly applied incentive principle preferred by the academia to analyze the scenario (Eskeland & Thiele, 1999; Fjeldstad, 1999). It is termed as an activity involving false pretense so as to secure unlawful advantage surpassing one entitled to it (Duffield & Grabosky, 2011). Fraud ensues a perpetrator misrepresents information with an intention of swindling or fleecing an individual or body of property or valuables (Vasiu & Vasiu, 2014).

Occupational fraud arrangements comprise an employee's abuse of trust bestowed upon him or her for personal gain (Association of Fraud examiners, 2012). Fraud has become a momentous bother among small and large organizations across the globe (Uchenna & Agbo, 2013). Fraudulent practices have become a regular aspect in most organizations. The internet has afforded more opportunities for fraudsters to deepen their operations, adversely affecting organizations (Gates & Jacob, 2013).

Extortion

Extortion refers to the process physically harming or threats to physically harm an individual or parties or the property of the party to manipulate the behavior or deeds of a party. Extortion insinuates any illegal and illicit proof of double dealing, covering or infringement of trust. Extortion is a wrongdoing and additionally a common law infringement. While bribery involves the use of payments and positive incentives, extortion relies on coercion to stimulate and generate cooperation through acts of threats of violence or the disclosure of sensitive information. This study explored the place of extortion in Kenya's gemstone sector (Joseph, Albert & Byaruhanga, 2015).

Johnson (2014) argues that extortion occurs when money and other resources are solicited through force, violent conduct or threats to apply undue coercion. Both blackmails and extortion form corrupt webs. Money is forcefully and viciously obtained by those in authority and power. Very little is returned to those facing the extortion. Extortion will wear the face of either promise for security or protection; the typical, publicly known gang operations, in which criminal groups use bullying and harassment to extort monetary gain from innocent victims, individual firms and government officers. Given that gemstones in Kenya are mined in remote and insecure locations, extortion is quite common.

Favoritism

The United Nations Handbook on Anti-Corruption Practices (2014) describes favoritism, nepotism and clientelism as routines that entail misuse of discretion and prudence. Even a number of nations don't penalize this activity. The abuses envisaged by those practices do not normally attach a direct gain to the officer although it advances the interests of parties related to the officer.

A corrupt officer who employs a member of the family does so in trade for the less tangible benefit of advancing the interests of others connected to the official, as opposed to one who collects a bribe for personal gain. The unlawful and dishonest act of favoring or discriminating against individuals manifests widely on features and physical characteristics: ethnicity, faith, territorial factors, governmental affiliation, individual or institutional alliances like personal acquaintances or friendship or even common club memberships or groups.

Favoritism is abuse of power. Those in authority entrench a skewed allocation of state utilities without regard to contribution of resources. Such allocation of resources is reserved for friendships, siblings and close contacts (Transparency International, 2017). This in African counties; Kenya included, will be directed towards siblings, community, tribe, ethnicity, faith or territories. In a broader perspective, favoritism will include nepotism.

The Mining Awards Corruption Risk Assessment Tool (MACRA) created by the worldwide anti-corruption group, TI (Transparency International), comprises 89 dominant dangers associated with five distinct risk factor groups: the process design, process practice, contextual factors, accountability mechanisms, the legal plus judicial responses to corruption.

In mining contracts, corruption births environmental hazards and socially hazardous projects, poorly qualified and unethical companies being awarded mining contracts (Nest, 2017).

The Transparency International (2017) study found that the vice at the inception stage put in jeopardy any other process; posing the risk of destabilizing evaluation and regulation, jeopardizing rates collection and ruining the mining sector social license to work. Determining, evaluating and containing the perils of this vice are key to productive anti-corruption schemes. The findings of this study are silent on the role played by government officers in some jurisdictions on account of promise for protection for investors. The researcher sought to gather data on the Kenyan case.

According to Kenya's Mineral and Mining Policy (2016), the mineral sector faces a couple of bottlenecks that have hindered the sector from becoming a major economic driver, despite the country's rich mineral endowment. Some of the main bottlenecks include an unfavorable regulatory framework, land ownership issues, local participation, low levels of education and associated ignorance, political interference (especially at the county government level) and an obviously unpredictable fiscal regime that frustrates foreign direct investments in the sector. The findings by the International Centre for Investment Disputes (ICSID) sitting in Dubai in January 2018 in its award dated 22nd October 2018 on the matter of Cortec Mining versus the Republic of Kenya is a clear example of complete disregard to the law and a high level of interference by politicians, pushing civil servants to issue an illegal mining license for a protected area without the due process of obtaining the necessary clearance by NEMA (UNCTAD, 2018). This is a classic example of impunity beyond measure, tempered with greed and negligence.

Theoretical Framework

This study is predicated on the strategic leadership principle. The principle was established from Hambrick & Mason's (1984) Upper Echelons Theory, buoyed by the need to explore how the top management positions and levels influenced strategic decision-making (Finkelstein & Hambrick, 1996). The theory postulates that institutional development is attained by the integration of six main roles that include identifying the institutional strategic path that serves as an institutions objective and vision, utilizing and observing key capabilities, creating human resource, maintaining an effective institutional civilization, reinforcing ethical traditions and developing institutional checks. Transformational leadership is indeed a type of strategic leadership that entails motivating subjects to go beyond expectations thereby enhancing their capabilities on a continuous basis and placing the institution's goal first. Transformational leaders are strategic in both intent and practice.

They create and channel a vision; with corresponding plans to attain the set objective, by constantly inspiring their subjects to pursue greater goals (Hitt et al., 2013). Visionary leadership as an aspect focuses on the future, embraces risk taking, with the leadership upholding organization control. It is upheld by socialization, sharing of and compliance with universally accepted ethics, standards and shared beliefs (Rowe, 2001). As further argued by Goffee & Jones (2006), strategic leadership is a result of mastering a wide range of skills among them initiative, competence, persuasion, integrity, flexibility and concern for others. Strategic leadership ought to scan the environment, identify strengths, weaknesses, opportunities and threats to facilitate a glimpse into what the future holds (Pearce, 2007). Great organizations begin with remarkable leaders who are visionary and proactive as opposed to those reactive to situations (Sharma, 2007).

Strategic leadership theory offers guidelines that direct institutions when decision making on their mission as well as preferred traditions that are key for them to remain healthy, competitive and maintain relevance. Observation and flexibility has been critical towards sustainability. Without adapting to technological innovations, climate change and economic factors expose the organization to the risk of obsolescence. The theory emphasizes on the sustained adeptness to learn, owing to the opportunities and challenges presented by globalization amongst other factors. In view of the foregoing, the study applied the strategic leadership theory to examine how the attributes of strategic leadership (the independent variable) at the State Department of Mining, Mineral Rights Board and among the leadership of the major private sector actors in gemstone mining and trading have influenced corruption (the dependent variable).

Gaps in the Empirical Literature

From the literature reviewed, it is evident that not much has been covered in the area of strategic leadership and how the same affects corruption in Kenya’s mining industry. In reviewing the literature on strategic leadership in Kenya, the researcher noted that most of it is more on parastatals, corporates and churches. The relationship and /or association between strategic leadership and corruption in the mining sector is largely unexplored. Large global anti-corruption organizations like the United Nations Convention against Corruption (UNCAC) and the African Union Convention on Preventing and Combating Corruption (AUCPC) have desired to profile corruption (Nichols et al., 2011; Obura, 2015). In December 2003, Kenya was the first nation to ratify the UNCAC in Mexico. It would be therefore unexpected that “the Constitution and the prime anti-corruption law in Kenya, the Anti-Corruption and Economic Crimes Act (ACECA) have not come up with a unifying definition, with the latter instead merely outlining corruption's various manifestations” (Obura, 2015, p. 240). This is a glaring gap and casts aspersion son Kenya’s intention to decimate corruption.

Corruption in the state mainly manifests as government/state capture, nepotism and administrative corruption. State capture comprises grand and political corruption. Grand corruption is defined as activity involving huge sums of money in a corruption transaction. Political corruption refers to a corrupt activity done to secure a competitive advantage in an electoral contest (Campos & Bhargava, 2007).

Andrews, Boyne & Walker (2011) conducted a study to establish the impact of strategy implementation and the performance of the public service. The outcome of the study pointed towards the view that public organizations needed to achieve a fit between strategic orientation and style of implementation for significant levels of performance to realized. Kiarie & Minja (2013) researched the position of corporate governance and strategic leadership practices in moderating risks in stock brokerage firms in Nairobi. The research revealed that largely leaders did not embrace strategic leadership traditions and principles consequently contributing to closure of firms.

Ng'ang'a (2013) carried out a research on strategic leadership and performance of manufacturing companies within Kenya. The study established that strategic leadership practices were weighty for the manufacturing sector. The study also determined that strategic leadership practices were highly interrelated with execution.

Ndunge (2014) conducted a case study on KWS and its strategic leadership activities. It examined KWS change administration programme and came to a conclusion that strategic leadership was critical in administering change, it has facilitated in creation an open objective, communicating the same successfully and realistically designing the organizational direction.

Aremu & Oyinloye (2014) carried out a study on the relationship between strategic management and firms' performance in Nigeria's banking industry. The results of the study clearly indicated that strategic management significantly influenced organizational performance.

Mutia (2015) conducted an analysis on strategic leadership and church growth in Kenya. The study used a descriptive correlational study with a sample size of 95 Bishops and 387 members of the clergy. The study revealed a major link between strategic leadership traditions and the subsequent development of the church as an institution, which was indicated by varied items.

Obunga, Marangu & Masungo (2015) analyzed strategic leadership and result indicator of SACCOs within Kakamega County. The study established the results of these SACCOs were dictated by practices on strategic leadership.

Maroa & Muturi (2015) studied the place of strategic management traditions on flower companies within Kenya. The study proved that many companies developed a key schedule, executed their schedules, conducted strategy evaluation and monitored their practices. This demonstrated that strategy creation, execution, assessment and checks played a major part on the results of the organizations covered by the study.

Winfred (2016) carried out a study on the influence of organizational culture and strategy implementation on the performance of commercial banks in Zimbabwe. The findings of the study disclosed that culture and strategy implementation had a statistically significant and positive impact on the performance of the commercial banks.

Waititu (2016) investigated the relationship between strategy implementation and performance in commercial banks in Nairobi County. The outcome of the study revealed that commercial banks that invested heavily in innovation, effective communication systems, inspirational leadership, functional organization structure and culture registered high levels of strategy implementation and corresponding performance.

Ogochi, Odiyo &d Ongeti (2018) shared the view similar to that of Pearce & Robinson (2011) that strategic leadership influence on results was hinged on willingness, personality, makeup and key capabilities; happening timely and attuned to a certain goal. They concluded that the four characteristics of strategic leaders greatly influenced organizational performance, including faith-based organizations such as SDA.

It is also important to note that while a fair repository of leadership exits both strategic leadership and corruption, not much has been covered specifically on the link between the various attributes of strategic leadership and the diverse forms of corruption, especially the gemstone industry. Most of the literature that explores corruption in relation to Kenya's mineral sector is conducted by Transparency International and World Bank, the key focus being the contribution of the mining industry to the economy. The gaps noted during the literature review that were of key interest to the study is to add to the body of knowledge on how strategic leadership influences corruption in Kenya's gemstone value chain.

TABLE 2.1 : SUMMARY OF KNOWLEDGE GAPS

No.	Researcher(s)	Focus of Study	Findings of the Study	Knowledge Gap Area(s)
1.	Andrews, Boyne & Walker (2011)	Study on strategy implementation and public service performance.	Public organizations required to attain a fit between strategic orientation and style of implementation so as to achieve higher levels of performance.	The study explored the aspect of implementation. The current study is focused on the attributes of strategic leadership in both the public and private.
2.	Kiarie & Minja (2013)	Investigated position of corporate governance and strategic leadership practices in moderating risks in stock brokerage firms in Nairobi.	Leaders did not embrace strategic leadership traditions and principles consequently contributing to closure of firms.	The study explored strategic leadership practices and their application. This study focused on establishing the existence of the strategic leadership attributes and their relationship to corruption.
3.	Ngángá (2013)	The relationship between strategic leadership and performance of manufacturing companies in Kenya.	Established that strategic leadership practices were highly interrelated with execution in Kenya's manufacturing sector.	The study, while focusing on manufacturing, did not address the contribution of the mining sector to the manufacturing sector.
4.	Ndunge (2014)	Studied KWS and its strategic leadership activities, specifically the change administration programme.	The study revealed that strategic leadership was critical in administering change and realistically designing the organizational direction.	The study focused on change. The current study goes beyond change to examine the other attributes of strategic leadership and relationship with corruption.

5.	Aremu & Oyinloye (2014)	Explored the relationship between strategic management and firms' performance in Nigerian banking industry.	The findings of the study revealed that strategic management affected organizational performance.	The researcher went beyond to explore how strategic leadership in both the private and public and impact on corruption in the gemstone value chain.
6.	Maroa & Muturi (2015)	The study explored the place of strategic management traditions on flower companies within Kenya.	The findings were that strategy creation, execution, assessment and checks played a major part on the results of the organizations.	Strategic management traditions were only explored in light of the private sector. The current study covers both the public and private sector.
7.	Mutia (2015)	The study conducted an analysis on strategic leadership and church growth in Kenya.	The findings revealed a major link between strategic leadership traditions and the subsequent development of the church as an institution.	This study sought to appreciate the impact of the attributes of strategic leadership and their influence on corruption in the gemstone industry.
8.	Obunga, Marangu & Masungo (2015)	The study analyzed strategic leadership and result indicator of SACCOs within Kakamega County.	The research established the result of these SACCOs was dictated by practices on strategic leadership.	The study limited itself to leadership of the SACCOs. The current study examined the place of strategic leadership across a wide range of stakeholders.
9.	Waititu (2016)	Relationship between Strategy Implementation and Performance in Commercial Banks in Nairobi County.	The research findings indicated that those commercial banks which invested heavily in innovation, effective	The study assumed the existence of strategy and hence explored aspects related to execution. The current study investigated the existence of strategic

			communication systems, inspirational leadership, functional organization structure and culture recorded high level of strategic implementation and performance.	leadership.
10.	Winfred (2016)	Impact of organizational culture and strategy implementation on commercial banks performance in Zimbabwe.	The results of the study showed that culture and strategy implementation have a statistically significant and positive impact on commercial banks performance.	The study missed out on the role of the strategic leader in being the custodian of culture and the captain of execution. This research explores how the strategic leader deals with the vice of corruption.
11.	Ogochi, Odiyo & Ongeti (2018)	Explored how creativity and accountability impacted organizational performance.	Established that creativity and accountability had a significant influence on organizational performance, including faith based organizations such SDA.	The study was more inclined on the will and character of the leader within a church setting. This research sought to investigate the relationship between the attributes of strategic leadership and corruption.

Conceptual Framework

Conceptual framework refers to a diagram linking or demonstrating the relationship between the independent and the dependent variable (Jessen, 2014). In this study, the conceptual framework is a graphical demonstration of existence (or lack thereof) of the relationship between strategic leadership (independent variable) and corruption (dependent variable). The four attributes of strategic leadership (leadership vision, change management credentials, ethics and values and sense of fairness and justice) comprised the independent variables.

The dependent variable within the research comprised five types of corruption: bribery, facilitation payment, embezzlement, fraud and favoritism. The relationship between the variables was explored in respect to either their occurrence or absence amongst participants actively engaged in approvals for prospecting licenses, actual mining and trading, straddling across the gemstone value chain in five selected Counties in the Republic of Kenya. The relationship between the independent and dependent variable is non biased and assumed that both public servants and the private sector players have equal chance to participate in or reject corrupt practice.

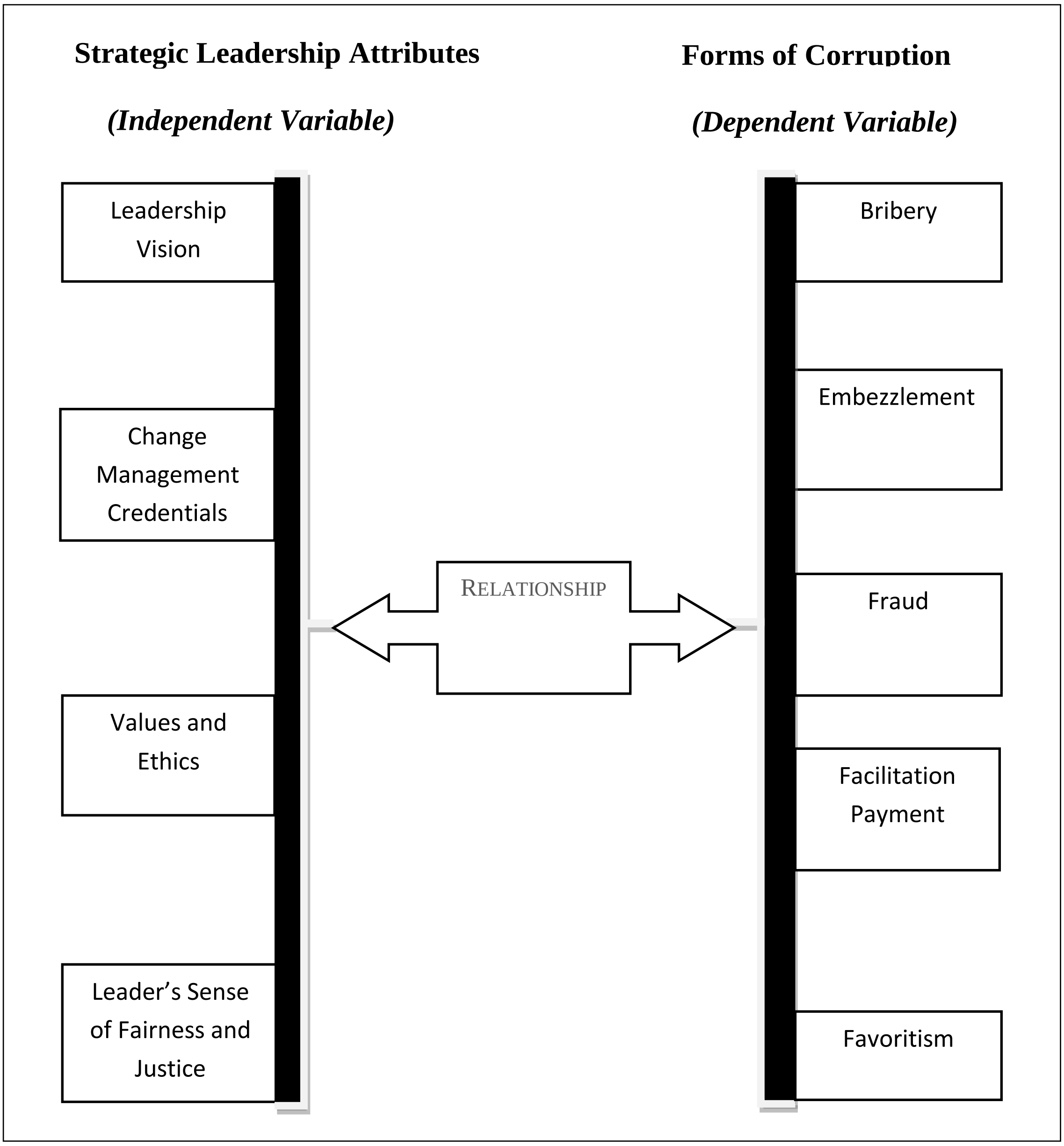

FIGURE 2.1: STRATEGIC LEADERSHIP ATTRIBUTES AND FORMS OF CORRUPTION

Chapter Summary

Having reviewed literature on strategic leadership with a special focus on the leadership attributes, the study sought to explore how the four attributes were practiced; either separately or jointly by public officers and private sector players that were the focus of the study. The purpose was to explore how the four attributes of strategic leadership enhanced level of service delivery to the citizenry, with special attention to impact on taming the vice of corruption in respect to gemstone trade in the five counties covered by the study. The next chapter will cover the methodology and the research design that was applied in carrying out the research.

CHAPTER THREE: RESEARCH METHODOLOGY

Introduction

This section presents a description of the research philosophy and methodology that informed how the study was conducted. The chapter essentially summarizes the thinking and values that guided the design of the study. It explains in detail the approach taken in pretesting the data collection tool and how the tool was deployed in order to reach the respondents. The chapter further details the manner in which the data was collected and analyzed. Overall, the chapter presents the study's blue print, which includes the research design adopted in this study, data collection procedure and the techniques utilized in data analysis for the purpose of presenting the study findings.

Research Philosophy

Research philosophy describes that which the researcher perceives as representing truth, reality and knowledge. The philosophy essentially offers the framework that guides the design, collection and analysis of data through the research process. This study was predicated on the positivist research philosophy. This was grounded on the basis that the researcher intended to apply a scientific method of investigation to seek the truth, reality and knowledge (Howell, 2013).

This research philosophy attracts thinkers that have an inclination towards scientific methods which facilitate them systematize the knowledge generation process. This is in practice is attained by way of quantification that enhances accuracy in generating descriptions for parameters and the relationship of the variables covered by the research. Positivism is largely focused on the need to discover truth and exhibit the same through empirical means (Henning, Van Rensburg & Smit, 2004).

The approach was premised on the thinking that corruption is a human behaviour that needed to be understood. In this research study therefore, the intention was to scientifically interpret observations in terms of facts or measurable entities (Fadhel, 2002). Crowther & Lancaster (2008) share the view that positivist studies render themselves to a deductive approach, an aspect that was important for the researcher. This was informed by the need to remain firmly focused on facts and consider the world in which the gemstone sector existed as external and objective.

Research Design

A research design entails guidelines that direct an investigation. It therefore presents data collection tools, elaborates on data collection process as well as the analysis procedure (Cooper & Schindler, 2014). Descriptive research design enables understanding and structuring of a problem (Ghari & Gronhaug, 2005). The descriptive design is commonly used as it presents the actual things (Mugenda & Mugenda, 2003). The researcher carried out the analysis through the descriptive research design. It facilitated the researcher to briefly detail and structure data in a helpful and expressive manner. The researcher identified the respondents to complete the questionnaires, create data collection plans, demonstrate privacy, print consent forms and develop good relations with the participants to commence an inquiry (Helfferich, 2009).

Quantitative research methodologies facilitate exploring the reason a phenomenon takes place to establish a principle. The methodologies in quantitative research speak to issues or subjects related to causation, generalization or influence (Fetters, Curry & Creswell, 2013). This study utilized the quantitative research method and specifically collected data through the use of a questionnaire. Hittleman & Simon (1997) advocate the use of questionnaires, surveys and experiments in order to collect data which must then be revised and tabulated in numbers for purposes of characterization through statistical analysis.

This researcher collected quantitative data and analyzed the same through SPSS Version 26.0, The analysis facilitated numerical description and the relationship / association thereof. Quantitative research has traditionally made use of questionnaires, surveys and experiments to gather data. The data is then revised and tabulated in numbers, making it possible for it to be characterized by the use of statistical analysis (Hittleman & Simon, 1997).

Essentially, descriptive statistics assisted the researcher achieve an objective outcome in respect to the relationship between the four attributes of strategic leadership and five types of corruption in Kenya's gemstone value chain. The researcher; through data analysis, was able to identify statistical relationships among the independent and dependent variables. The study used descriptive study to ascertain protection against bias and maximize reliability through the use of stratified random sampling and structured data collection instruments (Kothari & Garg, 2014).

Population Studied

Ngechu (2004) considers target population as a collection of elements a researcher wishes to draw inferences from. A target population is a whole group of objects, events or individuals exhibiting homogeneous characteristics that can be observed (Ritchie et al., 2013). The target population of the study was 137 individuals, comprising Directors from the State Department of Mining, staff from the Council of Governors, board members of the Mineral Rights Board, owners and directors of mining operations and dealers engaged in processing and trading in gemstones from the five counties covered by the study. The participants from the State Department of Mining and at the County Governments were at the level of Director. The technical staff at the CoG secretariat were those with responsibility on minerals and natural resources. For the enterprises engaged in mining and trading, the respondents were at the managerial level and above, including the business owners. Table 3.1 below presents the target population.

TABLE 3.1: TARGET POPULATION

No.	State Department of Mining	Mineral Rights Board	County Government	Council of Governors	Mining Enterprises	Trading Enterprises
1.	Director of Geological Services	Chairman and board members.	Director responsible for mining in the five counties covered by the study.	Technical team responsible for mineral and natural resources.	Owners and directors of mining operations in four mining counties.	Mineral trade dealers as licensed by the State Department of Mining.
2.	Director of Mines					
3.	Director in Charge of Value Addition					
4.	Director of Planning					
5.	County Geologists					
Total	16	9	10	7	70	25

Sampling and Sample Size

Sampling is defined as the manner in which a comparative part of populations, entities, objects or events is chosen and investigated so as to establish a representation of the entire group (Minnaar & Heystek, 2013). The study proposed to use a sample size of 50% of the total population of 137 individuals / actors across Kenya's gemstone value chain. Bartlett et al. (2001) propose that researchers will benefit by using 50% of the population, given that it will result in the maximization of variance and produce the maximum sample size.

The researcher considered this proposition prudent, given that the population was heterogeneous and involved stratified sampling. Moreover, the researcher was intent on the use of descriptive statistics (e.g., mean and frequencies among others). The 50% sample size ensured a representative sample per stratum, appropriate for the study. The researcher was further guided by the fact that in descriptive research, sample sizes of 10-50% are adequate (Mugenda & Mugenda, 2003). The study systematized the sample, picked every second mining and trading enterprise from the list of members of KCM. The researcher applied stratified random sampling since the study population had been divided into smaller groups or strata based on the targets shared attributes or characteristics.

Stratified random sampling entails distribution of the study population into smaller units referred to as strata. Within this technique, creation of strata was on the basis that participants had common elements. Random samples from each stratum were appropriated in stratum or proportions of the population (Sharma, 2017). These subsets of the strata subsequently represented the random sample of 70 participants. In stratified random sampling technique, precision is normally higher when matched against simple random sampling technique. Variability is also lower within the variations of the strata compared to the entire population. This method requires statistical precision; hence a smaller sample size is needed to save on effort, time and resources (Maheshwari, 2017).

TABLE 3.2: SAMPLE SIZE

No.	State Department of Mining	Mineral Rights Board	County Government	Council of Governors	Mining Enterprises	Trading Enterprises
1.	Director of Geological Services	Chairman and board members.	Director responsible for mining in the five counties covered by the study.	Technical team responsible for mineral and natural resources.	Owners and directors of mining operations in four mining Counties.	Mineral trade dealers as licensed by the State Department of Mining.
2.	Director of Mines					
3.	Director in Charge of Value Addition					
4.	Director of Planning					
5.	County Geologists					
Total	16	9	10	7	70	25
Sample Size	8	5	5	4	35	13

Data Collection Methods and Procedure

The researcher, having made a decision to apply the quantitative method developed a questionnaire to collect data. A questionnaire is an instrument having a set of questions for purposes of information collection (Kuter & Yilmaz, 2013). The questionnaire rendered the critical advantage of ability to generate data in a strategic and planned manner (Kothari, 2003). A questionnaire is simple and uncomplicated to use. It eliminates bias. An investigator's bias cannot manipulate the participants to provide answers in their desired way, compared to physical surveys (Best & Khan, 2004). The researcher; with the help of the research assistants who were tech savvy, administered the questionnaires (Appendix II). The researcher made an initial telephone call to establish rapport with the participants and agree on the most appropriate approach (whether to share the questionnaire via email or WhatsApp) and timing. The questionnaires were released to the participants through their preferred electronic channel. While the study to a large extent relied on questionnaire to collect primary data, the researcher mined reports to gather secondary data from the Ministry of Petroleum and Mining, County Governments, business management organizations and Miners' associations. Other sources of data were journals and reports especially by World Bank, Transparency International and the Fraser Institute.

Instrument pretesting

In order to standardize the questionnaire appropriately, it was important to pretest the same in Nairobi. A reasonable pilot group should consist of between 1 - 10% of the sample size (Bowling, 2014). The study pretested the questionnaire with seven participants that were outside the sample size but within the target population, representing 10% of the sample size. The study pretested variations in the questions presented in the questionnaire, attention and interests of the respondents. The pretest was extremely helpful. It facilitated appreciation of the following critical aspects: respondents' comfort, order and flow made it convenient to participate in the study.

Data Analysis Plan

This refers to the means of assessing, calculating and weighing data collected applying both analytical and logical reasoning aimed at locating emerging trends, proposing recommendations and reinforcing decisions (Mugenda, 2008). Data gathered during this study was entered and coded into SPSS Version 26.0 for analysis purposes. Mean, standard deviation, frequencies and percentages were used to present research findings. The research used quantitative data that yielded descriptive statistics that indicated the relationship between the independent and dependent variables. Descriptive statistics enable theory development identification of problems in the current practice and justification of the present studies, making adjustments as well as determination of alike situations (Grove, Burns & Gray, 2013, p.215).

Descriptive statistics used measures of central tendency: mean, median, mode dispersion measurements such as standard deviation. After data analysis, the researcher obtained descriptive statistics that were presented through the use of frequency tables and charts that resulted in clarity. Besides the graphical tools, the researcher prepared and presented statements that further explained and clarified the diagrams and what they represented regarding the relationship between strategic leadership and corruption in Kenya's gemstone sector. To measure the internal correlation of the variables, the study used Cronbach's Alpha. Values higher than 0.7 indicated internal consistency on the instrument.

Reliability assesses the degree a tool generates a repeating value upon administration at separate times, populations or points. The study achieved validity by determining how well it measured the phenomenon of corruption in relation to the attributes of strategic leadership. Validity analysis of factor was applied in order to ascertain validity of the constructs. Widely applied measures of sampling adequacy remain the KMO Test and the Sphericity test. The researcher applied them to test the significance of the association between strategic leadership (predictor variable) and corruption (criterion variable).

Ethical Considerations

Ethics refer to the standards dictating human behavior and that pose a huge influence on human activities. Ethics largely involve decision-making on either good or bad (Minja & Barine, 2012). Given the sensitivity of the issue of corruption to the public and private sector players, the researcher committed in writing to keep the data collected confidential in respect to source. The researcher reached out to the decision makers in the companies that are key stakeholders in Kenya’s gemstone value chain through telephone calls and email in order to obtain the required approval to engage respondents that the study targeted.

The researcher; being an insider in the mining sector, engaged research assistants to administer and receive the completed questionnaires to avoid any biases and further galvanize the confidentiality aspect that was key to the study success. The research assistants further reinforced the position that no names would be required on the questionnaire. All the information received was to be treated as confidential. All due efforts were undertaken to secure that participants’ identities were not disclosed during data capturing on SPSS and in reporting the study findings. For the study to be compliant with acceptable ethical issues; the researcher submitted an application to NACOSTI, paid the fees as prescribed and obtained the certificate to carry out the study.

Chapter Summary

This chapter examined the various and necessary components that facilitated the researcher carry out the study in the five counties of Baringo, Kajiado, Kwale, Taita Taveta and Nairobi. The researcher distributed 70 questionnaires and collected the completed ones for analysis by use of SPSS Version 26.0. The data analysis process facilitated the researcher obtain the results that informed the findings of the study. The next chapter covers in detail the findings, recommendations and conclusions; informed by the output of the analysis of the data as captured through the research study.

CHAPTER FOUR: FINDINGS AND DISCUSSION

Introduction

This chapter focuses on results and data presentation as collected and analyzed during the research process. The chapter dwells on aspects that are crucial in locating the findings of the study; the questionnaire return rate, reliability and validity of the survey constructs, overview of the demographic information of participants and the descriptive analysis of the research variables. There is also presentation of the outcomes of statistical tests applied in the study, in-depth analysis on data findings and implications arising from the findings.

Questionnaire Return Rate

The researcher distributed 70 questionnaires to the various clusters of stakeholders across Kenya's gemstone value chain. The questionnaires were distributed to eight respondents at the State Department of Mining, five at Mineral Rights Board, five for County Government officers, four for CoG, 35 for mining firms and 13 for gemstone trading enterprises. The questionnaires were shared with the respondents electronically on 1st July 2020 owing to the movement restrictions that were occasioned by the COVID-19 pandemic. As indicated earlier in the chapter, three questionnaires were distributed to the respondents in line with the different sample strata.

$$Response\ Rate = \frac{Completed\ questionnaires}{Sample\ Size} * 100$$

(Baruch & Holtom, 2008).

Instrument of questionnaire rate of 84% (Table 3.1) was achieved considering the De Vaus formula; given that 59 out of 70 questionnaires were completed and returned. The high response rate in this study was considered more than sufficient to warrant the analysis of the data collected. Fincham (2008) advocates for response rates approximately 60% being the goal of many investigators. Equally, Mugenda (2008) and Babbie (2010) consider excellent and very good respectively for a rate beyond 70% for analysis and reporting. This rate gave the basis for further data analysis and subsequent reporting of the findings of the research.

Adequate response rate reporting was linked to schedules of data collection, detailed nature of the instruments and enough time in responding to the questionnaires; respondents having more time as they were working from home as a result of COVID-19 pandemic, the personal calls by the researcher to explain the importance of the research for the industry and the availability of the research assistants to offer assistance along the way.

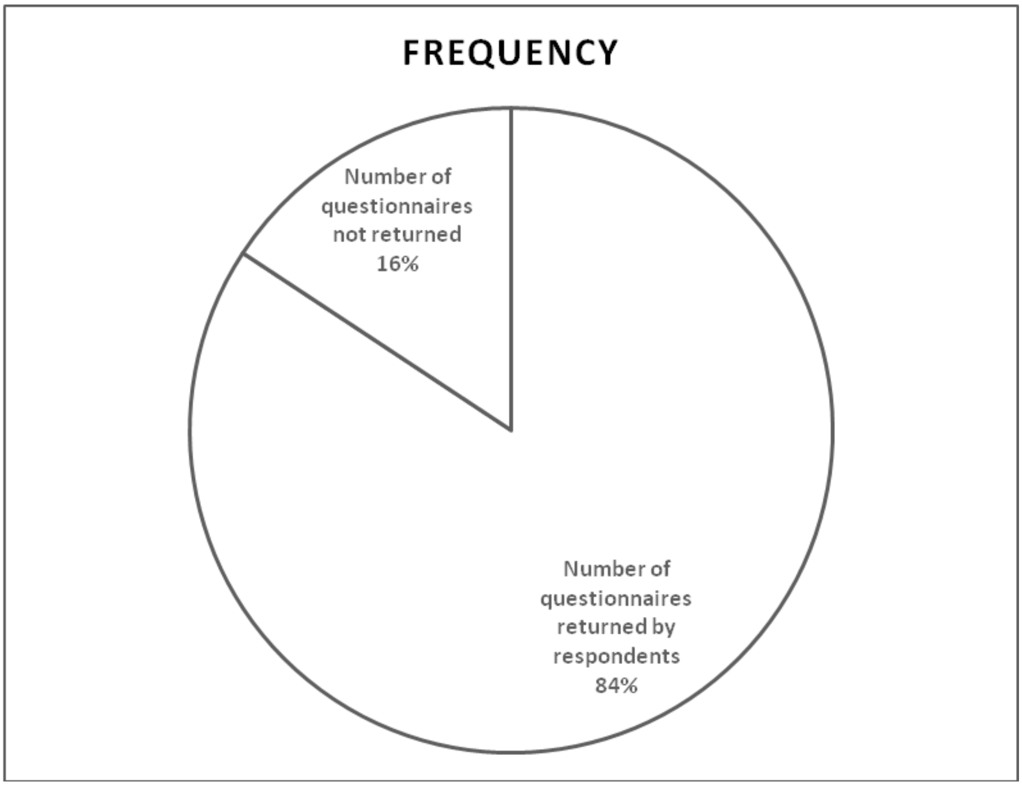

FIGURE 4.1 : QUESTIONNAIRE RESPONSE RATE

Reliability and Validity

Before considering illustrating the link between strategic leadership and corruption in the gemstone value chain in Kenya, the study instruments were subjected to examination and assessment to establish their reliability and validity.

Reliability Analysis

In this respect of the questionnaire, reliability was determined using Cronbach Alpha that helped indicate correlation of items in the questionnaire (Sekaran & Bougie, 2010). Cronbach Alpha coefficient was utilized in determination of variable reliability results are presented in Table 4.1 below.

TABLE 4.1: CRONBACH ALPHA DECISION MATRIX

Cronbach Alpha Coefficient	Strength of Association
Less than 0.60	Poor
0.60 and less than 0.70	Moderate
0.70 and less than 0.80	Good
0.80 and less than 0.90	Very good
Greater than 0.90	Excellent

Source: Adapted from Zikmund et al. (2010)

Cronbach Alpha values range between 0 and 1.0. A value of less than 0.6 represents poor reliability. A value of 1.0 is an indicator of perfect reliability. An acceptable Cronbach Alpha value has a value of at least 0.7 (Zikmund et al., 2010). In this study, determination of reliability statistic of every variable was ensured. The results are presented in Table 4.2. below.

TABLE 4.2: RELIABILITY STATISTICS

Variable	No. of Variables Tested	Cronbach's Coefficient	Remarks
Strategic Leadership Attributes	4	0.839	Reliable
Forms of Corruption	5	0.821	Reliable

From table 4.2 above, the Cronbach Alpha results for the two variables covered by the study were above acceptable lower limit of 0.7. Specifically, table 4.2 indicates that strategic leadership attributes (the independent variable) registered $\alpha = 0.839$. Forms of corruption (dependent variable) had $\alpha = 0.821$. The Cronbach Alpha results are greater than $\alpha = 0.70$ and hence indicate very good consistency for the independent and dependent variables.

Validity

This study used analysis of factors to test the construct validity through adequacy of sampling; KMO and Sphericity tests. The Sphericity and KMO tests assisted the researcher to establish association between criterion and predictor variables. They established the sample adequacy. According to Cerny & Kaiser (1977), a KMO acceptable value for a factor to be significant ranges from 0 to 1. Any index greater than 0.5 is very good. For an index to be accepted as adequate Sphericity test, it must be lower than 0.05 (Snedecor & Cochran, 1983).

TABLE 4.3: KMO AND BARTLETT SPERICITY TESTS

Test	Result
Bartlett's Test of	20992.294
Sphericity Approx. Chi-Square ($\chi 2$)	
Bartlett's Test of Sphericity Significant at $\alpha < .05$	0.047
KMO Measure of Sampling Adequacy	0.960
Sig.	0.61
Df	3655
Communalities (Range)	0.497 to 0.763

The study conducted analysis in order to appreciate the results of the Sphericity test of sampling and KMO measure, through exploratory factor analysis for a set of 21 items in the questionnaire. Bartlett's test of Sphericity bolstered factor analysis appropriateness. A value of 0.960 was generated in the sampling adequacy of KMO measure which was adequate for a factor structure having a range between 0.497 and 0.763, hence significant association between the study variables.

Descriptive Statistics

The researcher examined the descriptive statistics of the study so as to carry out an analysis and provide summaries of demographic variables of the sample regarding gender, age, category of organization and level of education of the respondents. The demographic data was necessary for this study, given that the quantitative data was deliberate in obtaining objective results. It offered a platform for the research to effectively encapsulate the general characteristics of the respondents which informed discussions on research findings in respect to the sample size composition. The results of the descriptive statistics are presented in tables, frequency charts and percentages.

Gender

The study had 42 of the 59 respondents as male and 17 of them as female as captured in Figure 4.2 below. This means that 71% of the respondents were male while 19% of the respondents were female. This supports to the universally held belief that mining is largely dominated by the male gender. Women are largely engaged in support services; not mining and mineral processing.

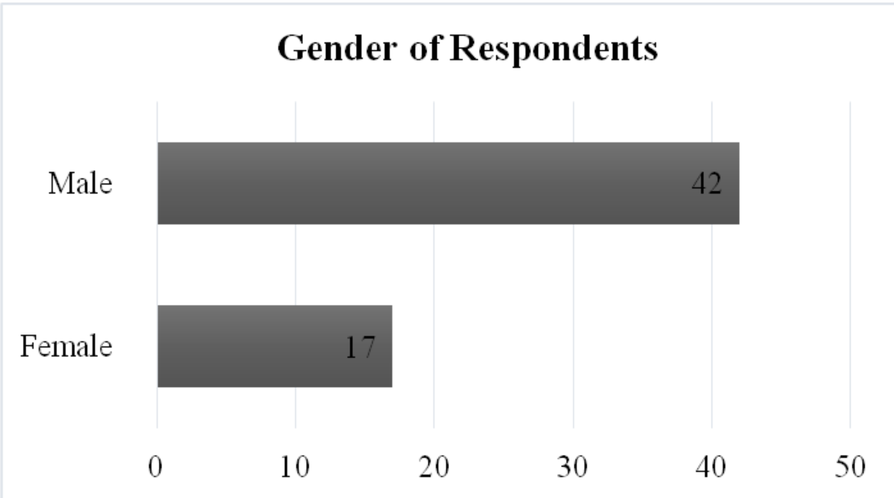

FIGURE 4.2: GENDER OF RESPONDENTS

Age

The information in Figure 4.3 below points to the fact that there were neither any respondents below the age of 20 years nor any above the age of 60 years. The findings of the study were that all respondents (100%) were between the ages of 20 and 59 years. With 66% of the respondents being aged between 40 and 59 years, this represented the fact that the sector in Kenya provided employment for the middle aged persons, especially those from the localities whose geology was endowed with gemstones.

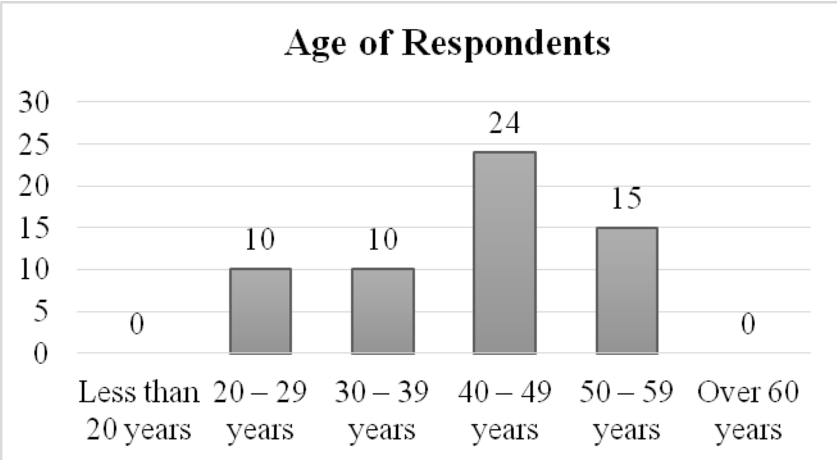

FIGURE 4.3: AGE OF RESPONDENTS

Category of Organization

The study focused on various actors across the gemstone sub-sector. The main respondents targeted included employees of the national government at the MopM specifically, the state department of mining. Others within the government included employees of the county governments of Baringo, Kajiado, Kwale, Nairobi and Taita Taveta. It is worth noting that the CoG, accounting for about 4% of the respondents, did not participate in the study; hence the research missed the input from this important, yet marginal stakeholder in the gemstone sector. Other stakeholders were business management organizations (specifically KCM and AWEIK), mining enterprises and mineral dealers. From Figure 4.4 below, 24% of the respondents were in government and 76% were in the private sector. This demonstrated fair and equitable participation by both the public and private sector players across the gemstone value chain.

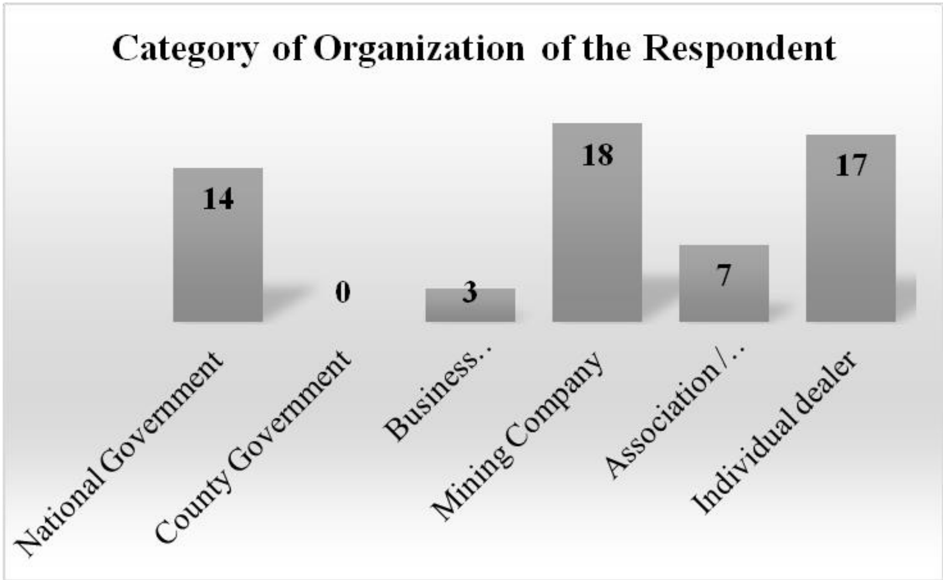

FIGURE 4.4: CATEGORY OF ORGANIZATION OF THE RESPONDENT

Level of Education

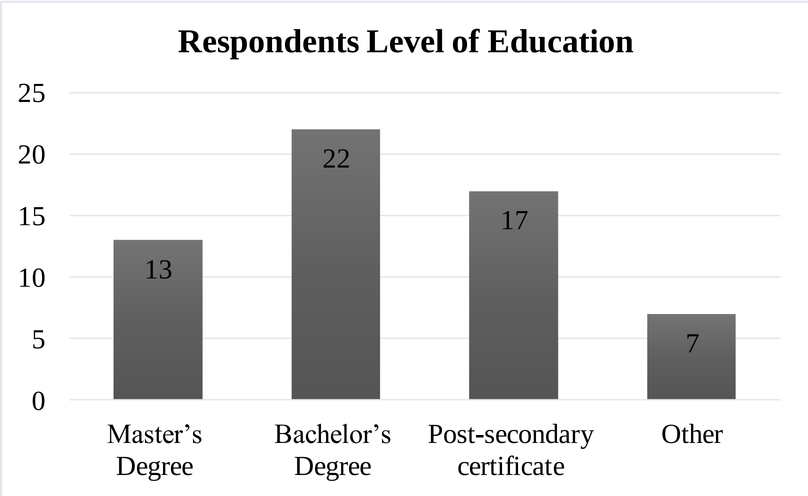

FIGURE 4.5: LEVEL OF EDUCATION

The respondents had a fairly high level of education as indicated in Figure 4.5 below. Of the 59 respondents, 13 had at least a master's degree, 22 had bachelor's degree and 17 had postsecondary education. Only seven responded as having secondary school level of education and below. This means that at least 59% of the respondents had university level of education. This may largely explain the high response rate to the questionnaires given that they were shared electronically. The high level of education is an asset that Kenya's gemstone sector ought to leverage on to move forward as the actors have the capacity to participate in and contribute towards policy formulation. The gemstone sub-sector deals largely with international markets. Most of the buyers of gemstones are foreign markets; especially Asia, America and Europe. This may explain why this sub-sector attracts this caliber of stakeholders.

The findings in Figure 4.5 above are consistent with the findings from Nadkarni & Herrmann (2010) which observed that company executives with high educational levels showed bias towards enhancing strategic flexibility, compared to their colleagues that had lower qualifications. Results in Figure 4.5 identify with the publications from King & McGrath (2002) stating that in the present-day ever-changing environment, education is a critical tool in positively influencing individual’s results and the growth of the firms that they lead.

Descriptive Statistics for Strategic Leadership

The researcher embarked on capturing descriptive statistics that helped unpack the data as presented by the respondents. The statistics presented in this section of the study describe the various attributes of strategic leadership and their influence in addressing the five forms of corruption considered by this study. The researcher explored four attributes of strategic leadership: leadership vision, change management credentials, values and ethics and fairness and justice. The researcher further explored the five types of corruption: bribery, fraud, embezzlement, facilitation payment and favoritism. The decision by the researcher to focus on the five types of corruption was informed by the fact they were most prevalent in Kenya, among the nine types enlisted by UNODC (2011).

Leadership Vision

The findings as captured in Table 4.4 below indicated that the respondents considered leadership vision as important in addressing corruption as supported by a mean of 3.5231 and standard deviation of 0.64001. The respondents were affirmative that leadership in their respective organizations was visionary and strategic, with a mean score of 4.40 and standard deviation of 0.78661. Regarding whether leadership provided adequate resources to fight corruption, the responses attained a mean score of 3.2769 and standard deviation of 0.94386. As to whether there existed a strategic approach by the leadership to address corruption, the respondents assigned a mean score of 4.0154 and standard deviation of 0.71790.

TABLE 4.4: LEADERSHIP VISION

Leadership Vision	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev.
Leadership vision is important in addressing corruption.	68.9	25.2	4.9	0	0	3.5231	.64001
Leadership in the organization is visionary and strategic.	4.6	6.2	69.2	10.8	9.2	4.4000	.78661
Leadership provides adequate resources to fight corrupt practices.	9.8	5.5	5.0	68.5	11.2	3.2769	.94386
There is a defined strategic approach by the leadership to address corruption.	58.5	23.1	18.5	0	0	4.0154	.71790

The study examined the attributes of leadership through the use of Likert scale. The respondents were to express their positions in respect to whether they strongly agreed (SA), agreed (A), neutral (N), disagreed (D) or strongly disagreed (SD). Regarding the first attribute of leadership vision, 68.9% and 25.2% of respondents strongly agreed and agreed respectively as captured in Table 4.4 above. This means that 94% of the respondents were of the view that leadership vision was important in addressing corruption. In terms of whether the leadership in their specific organizations was strategic and visionary, 69.2% responded that they were neutral; they neither agreed nor disagreed.

Regarding whether leadership in their respective organizations provided adequate resources to fight corrupt practices, 68.5% of the respondents disagreed. This is a pointer to the fact that the respondents cannot vouch for their leadership in committing the necessary resources to tame corruption. Table 4.4 further demonstrates that 81% of the respondents were of the opinion that there was a defined strategic approach by the leadership to address corruption. This is a situation that offers a paradox. Respondents were of the view that adequate resources were not made available, yet submitted that there was definite strategic approach to tame the vice of corruption.

Change Management Credentials

On the aspect of leadership change management credentials as contained in Table 4.5 below, the respondents indicated that leadership change management credentials were significant in addressing corruption as supported by a mean of 4.3826 and standard deviation of 0.78393. The respondents confirmed that leadership change management credentials in their respective organizations were important in addressing corruption, with a mean score of 2.7692 and standard deviation of 1.14249. Regarding whether leaders had demonstrated being change agents in the last five years, the responses recorded a mean score of 3.6154 and standard deviation of 0.55035.

As to whether incentives had been put in place by the leadership to manage and address corruption, the respondents assigned it a mean score of 3.9077 and standard deviation of 0.78508. In respect to whether changes in mining and mineral policy had been fully embraced, the mean score and standard deviation were 3.2308 and 0.89738 respectively. The response on policy changes as a driver of service delivery attained a mean score of 3.3846 and standard deviation of 1.04122. As to the extent to which the Mining Act (2016) was a welcome enabler to defeating corruption, the respondents delivered a verdict with a mean score of 4.3538 and standard deviation of 0.79904.

TABLE 4.5: CHANGE MANAGEMENT CREDENTIALS

Leadership Change Management Practices	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev.
Importance of leadership change management credentials.	47.2	29.4	23.4	0	0	4.3826	.78393
Importance of leadership change management credentials in addressing corruption.	9.2	44.6	10.8	18.5	16.9	2.7692	1.14249
Leaders that are change agents in the last five years.	0	64.6	32.3	3.1	0	3.6154	.55035
Incentives have been put in place by the leadership to manage corruption.	26.2	38.5	35.4	0	0	3.9077	.78508
Changes in mining and mineral policy have been fully embraced.	0	50.8	24.6	21.5	3.1	3.2308	.89738
The policy Changes have impacted service delivery positively.	13.8	35.4	29.2	18.5	3.1	3.3846	1.04122
The Mining Act (2016) is a welcome enabler to defeating corruption.	55.4	24.6	20.0	0	0	4.3538	.79904

The responses regarding the influence of change management credentials on corruption in Kenya's gemstone value chain were captured as detailed in Table 4.5 above. From the responses, 47.2% strongly agreed and 29.4% agreed, meaning that 76.6% considered leadership management credentials as important in influencing corrupt practices in the gemstone value chain. Further, 64.6% of the respondents held the view that with leaders that were change agents five years prior to the study helped fight corruption in the gemstone value chain. Of the total respondents, 64.7% agreed that incentives had been put in place by the leadership to manage corruption in Kenya's gemstone value chain.

Regarding the matter of whether the policy changes had impacted service delivery positively in addressing corruption in the gemstone value chain, 39% responded to the affirmative while 29.2% remained neutral, meaning they neither agreed nor disagreed. In respect to whether the Mining Act (2016) was a welcome enabler to defeating corruption, 80% of the respondents agreed. The remaining 20% were neutral. No respondent denied that the provisions in the Mining Act 2016 were geared towards taming corruption in Kenya's mining sector.

Values and Ethics

The findings in relation to the significance of values and ethics are summarized in Table 4.6 below. The respondents indicated that ethics were important in the course of business in addressing corruption, supported by a mean score of 2.6827 and standard deviation of 0.68373. The respondents appreciated values in conducting business as core in addressing corruption with a mean score of 3.2857 and standard deviation of 0.62033. Regarding whether ethics and values were considered in the organization's operations, the responses attained a mean score of 4.40 and standard deviation of 0.78661. The study further sought to establish if decisions on application and issuance of licenses were determined by organization values; recording a mean of 3.2769 and standard deviation of 0.94386. As to whether personal values facilitated the organization address corrupt practices, the responses registered a mean score of 4.0154 and standard deviation of 0.71790.

TABLE 4.6:VALUES AND ETHICS

Values and Ethics Practices	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev.
Importance of ethics in the course of business in addressing corruption.	0	6.2	73.8	10.8	9.2	2.6827	.68373
Appreciation of values in conducting business in addressing corruption.	32.3	60.0	0	7.7	0	3.2857	.62033
Ethics and values are considered in the organization operations .	0	23.1	18.5	38.3	20.2	4.4000	.78661
Decisions on application and issuance of licenses are determined by organization values .	32.3	52.3	0	6.2	9.2	3.2769	.94386
Personal values facilitate the organization address corrupt practices.	26.2	49.2	24.6	0	0	4.0154	.71790

The study summarized the responses regarding the extent that values and ethics influenced addressing corruption in Kenya's gemstone value chain in Table 4.6 above. From the finding of the study, 73.8% of the respondents neither agreed nor disagreed that values and ethics influenced corruption in the gemstone value chain. From the responses received, 20% disagreed that values and ethics were an integral component in addressing corruption in the course of doing business, with a paltry 6.2% of the respondents holding the view that values and ethics were a critical and important component in the wheel of addressing corruption. Regarding the extent to which the respondents appreciated the view that values in conducting business boosted efforts to tame corruption, 92.3% of the respondents returned a positive verdict.

As to whether values and ethics were considered in the operations of their organizations, 41.6% agreed and 38.3% of the respondents neither agreed nor disagreed. This larger number of respondents that neither agreed nor disagreed may be a pointer that values and ethics may not have been given much thought as a factor for addressing corruption in the gemstone value chain. The study established that 84.6% of the respondents were of the view that decisions on application and issuance of licenses were determined by organizational values. Only a paltry 12.4% disagreed that values were central regarding decisions on application and issuance of mineral rights in Kenya's gemstone value chain. Finally, 75.4% of the respondents agreed that personal values facilitated their organizations address corrupt practices, with only 24.6% of the respondents disagreeing. Zero responses registered a disagreement.

Fairness and Justice

Table 4.7 below captures the variables that were considered by the study regarding the leadership's sense of justice and fairness in addressing corruption in Kenya's gemstone value chain. The findings indicated that the respondents' consideration of the importance of a sense of fairness and justice in organizations in addressing corruption registered a mean score of 3.7634 and standard deviation of 0.50467. The role of a sense of fairness and justice in addressing corruption attained a mean score of 4.0154 and standard deviation of 0.78047. As to the extent to which the application process for licensing was fair and just, the responses recorded a mean score of 4.3538 and standard deviation of 0.79904.

As to whether stakeholders acted in an unfairly and unjust manner, the mean score was 3.5468 and standard deviation 0.769443. The study sought to understand if the existing rules and regulations were fair to the stakeholders, registering a mean score of 3.5468 and standard deviation of 0.76943. The study addressed the issue of political goodwill to address justice and fairness for ethical business, getting a response with a mean score of 3.4765 and standard deviation of 0.57643.

TABLE 4.7: SENSE OF FAIRNESS AND JUSTICE

Leader's Sense of Fairness and Justice Practices	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev.
Importance of sense of fairness and justice in organization.	23.2	56.9	10.1	9.8	0	3.7634	.50467
Role of sense of fairness and justice in addressing corruption.	32.8	40.1	10.1	17.0	0	4.0154	.7847
Application process for licensing is fair and just.	0	0	13.1	53.1	33.8	3.4765	.57643
Stakeholders act unfairly and in unjust manner.	59.6	27.9	12.5	0	0	4.3538	.79904
Existing rules and regulations are fair to the stakeholders .	24.6	50.8	0	21.5	3.1	3.5468	.76943
There is political goodwill to address justice and fairness for ethical business practices.	0	0	13.1	53.1	33.8	3.4765	.57643

From the questionniares returned, 79.1% of the respondents agreed that a leader's sense of fairness and justice was important in their respective organizations as a deterrent towards corruption. A further 9.8% of the respondents disagreed . The remaining 10.1% neither agreed nor disagreed.

As to whether a sense of fairness and justice was pivotal in addressing corruption, 72.9% of the respondents stated that it was while 17% and 10.1% disagreed and were neutral respectively. As to whether the application process for mining rights was fair and just, 86.9% of the respondents diasagreed . The remaining 13.1% of the respondents neither agreed nor disagreed. Of the 59 responses received across all categories of stakeholders, none of them indicated there there was a sense of fairness and justice in the application process for mineral rights in Kenya's gemstone value chain.

Further, 87.5% of the respondents agreed that stakeholders acted unfairly and in an unjust manner in the course of business in Kenya’s gemstone value chain. The remaining 12.5% neither agreed nor disagreed. No respondent disagreed with the statement that stakeholders acted unfiarly and in an unjust manner in carrying out their business. As to whether existing rules and regulations were fair to the stakeholders, 75.4% and 21.5% of the respondents agreed and disagreed respectively. Finally, 86.9% of the respondents returned a verdict that there was no political goodwill to address justice and fairness for ethical business practices in Kenya’s gemstone value chain.

Forms of Corruption

The study sought to understand how strategic leadership influenced the various forms of corruption. In order to capture the necessary information, each type of corruption had a set of critical questions. The findings are captured in Table 4.8 below. The respondents gave bribery a mean score of 2.6827 and standard deviation of 0.68373. Embezzlement registered a mean score of 3.40 and standard deviation of 0.55340. Fraud had a mean score of 3.2769 and standard deviation of 0.94386.

Facilitation payment registered a mean score of 2.8308 and standard deviation of 0.96127. Favoritism had a mean score of 4.3538 and standard deviation of 0.79904.

TABLE 4.8: FORMS OF CORRUPTION

Type of Corruption common in course of business	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev.
Bribery	0	6.2	73.8	10.8	9.2	2.6827	.68373
Embezzlement	0	43.1	53.8	3.1	0	3.4000	.55340
Fraud	32.3	52.3	0	6.2	9.2	3.2769	.94386
Facilitation Payment	0	32.6	24.6	36.9	6.2	2.8308	.96127
Favoritism	55.4	24.6	20.0	0	0	4.3538	.79904
Bribery							
I am induced to take bribes	30.8	40.0	20.1	9.1	0	4.234	.78047

						1	
The customers offer bribes	0	23.1	18.5	38.3	20.2	4.4000	.78661
My colleagues accept and I too do	32.3	60.0	0	7.7	0	3.2857	.62033
I do not accept bribes at all	0	6.2	73.8	10.8	9.2	2.6827	.68373
Embezzlement							
There are no adequate rules on embezzlement	26.2	49.2	24.6	0	0	4.0154	.71790
The salary / profits are very low	32.3	40.0	26.2	1.5	0	4.0308	.80950
The beneficiaries / clients are ignorant of their rights	0	64.6	32.3	3.1	0	3.6154	.55035
I use all funds prudently	9.2	44.6	10.8	18.5	16.9	2.7692	1.14249
Fraud							
There is high temptation	0	50.8	24.6	21.5	3.1	3.2308	.89738
Everyone else does it and so I do it	26.2	38.5	35.4	0	0	3.9077	.78508

I get involved because am assisting others	47.2	29.4	23.4	0	0	4.3826	.78393
I do not steal at all	0	50.8	24.6	21.5	3.1	3.2308	.89738
Facilitation Payment							
I offer facilitation payment to those that I know	0	56.9	43.1	0	0	3.5692	.49904
I offer facilitation payment to those introduced to me	0	43.1	53.8	3.1	0	3.4000	.55340
I offer facilitation payment for one favor or another	68.9	25.2	4.9	0	0	3.5231	.64001
I do not offer facilitation payment at all	55.4	24.6	20.0	0	0	4.3538	.79904
Favoritism							
I render preferential treatment to those I know	0	0	29.2	30.8	40.0	4.0154	.78047
I render preferential treatment to those introduced to me	4.6	6.2	69.2	10.8	9.2	4.4000	.78661
I offer preferential treatment in hope for future favor	0	50.8	24.6	21.5	3.1	3.2308	.89738
I do not offer preferential treatment	13.8	35.4	29.2	18.5	3.1	3.3846	1.04122
My boss causes me to be corrupt	9.8	5.5	5.0	68.5	11.2	3.2769	.94386
The society expects me to be corrupt	9.2	44.6	10.8	18.5	16.9	2.7692	1.14249
Everyone is corrupt, so I get tempted	13.8	35.4	29.2	18.5	3.1	3.3846	1.04122
I do not engage in any form of corruption at all	0	0	18.4	17.4	64.2	2.8308	. 0.96127

The study identified five forms of corruption that were likely to be endemic in the gemstone value chain. The forms identified included bribery, embezzlement, fraud, facilitation payment and favoristism. From Table 4.8 above, 73.8% of the respondents offered a neutral verdict regarding bribery, meaning they neither agreed nor disagreed. Of the responses, 20% diasgreed that bribery existed across the gemstone value chain. Only 6.2% agreed that there was bribery. Embezzlement too seemed not to be a challenge in the gemstone sub-sector, with 53.8% returning a neutral verdict. There was 43.1% of the respondents that agreed that embezzlemenmt of funds was a challenge. Of the respondents, 3.1% neither agreed nor strongly agreed that embezzlement was an issue in the gemstone value chain.

Facilitation payment had 43.1% respondents disapproving its existence while 32.6% agreed that it existed. A neutral response accounting for 24.6% represents a population that could go either way, making it difficult to address this issue conclusively. Favoritism had 80% of the respondents agree that it was a major factor towards corruption on the gemstone value chain. A further 20% of the respondents returned a neutral verdict. None of the respondents diasgreed as to the depth of favoritism as a factor of corruption in the gemstone value chain.

On the aspects of bribery, 70.8% of the respondents agreed that they are induced to take bribes, with 20% neither agreeing nor disagreeing while 9.1% rejected the notion that they are induced to take bribes. Regarding the aspect of whether customers offered bribes, 58.5% disagreed, with 18.5 % remaining neutral and a marginal 23.1 % agreeing that customers offered them bribes. This research aimed at establishing the extent to which participants accepted bribes, predicated on the basis that their colleagues too accepted bribes. An overwhelming majority returned a verdict of 92.3% as being in agreement. A paltry 7.7% disagreed. This was an interesting question that is among the very few that registered neutral response, demonstrating that some people will accept bribes, just because others do and they do not wish to miss out, further propagating the vice. When the question touched on the person of the individual respondent, they were categorical that they were never involved in bribery as indicated by the 80% response in agreement with the statement that they did not accept bribes at all. There were 10.8% of respondents that neither agreed nor disagreed with a meager 9.2 percent disagreeing, meaning that they habitually took bribes. Regarding the aspect of embezzlement as a form of corruption, the study sought to establish whether there were adequate rules, the contribution of low salary or profits towards the vice, the ignorance of the rights of players in the gemstone sector and commitment towards prudent management of funds.

The respondents were of the view that there were no adequate rules and regulations to tame embezzlement, with 75.4% of them taking that position, against 0% that disagreed and 24.6% remaining neutral. The issue of low salaries or profits being a cause of embezzlement attained 72.3% agreement. It had 26.2 % returning a neutral verdict, meaning that what one earned could easily make them consider embezzling funds. A great percentage of participants; 64.6% confirmed that ignorance to the rights of those that deserve to be served at various levels across the gemstone value chain. A significant 32.3% remained neutral as to whether low salary or profit would influence their behavior towards engaging in embezzlement. Finally, 53.8% of the respondents agreed that prudent management of funds would manage tame embezzlement, with 35.4% disagreeing and 10.8% returning a neutral verdict.

Fraud is a critical component of corruption. This study sought to engage the respondents to establish how it impacted them in the course of business. The first aspect that the study focused on was the extent to which respondents considered high temptation as a contributory factor towards corruption. The aspect of high temptation recorded those who agreed at 50.8%, 24.6 responding as neither agreeing nor disagreeing and another 24.6% disagreeing. The study further sought to establish if respondents engaged in fraud because they considered that everyone else was involved in the vice, a question that got an approval of 64.7% and 35.4%, of respondents disagreeing. A further 76.6% responded in the affirmative that they got involved in fraud as a result of rendering their assistance to others. The fact that 23.4% were neutral and no respondents disagreed confirms that fraud requires collaboration for effective execution.

Finally, 50.8% of the respondents disassociated themselves at all from any acts of stealing, with 24.6% disagreeing, meaning that they engaged in stealing. A significant 24.6% returned a neutral verdict. The study also explored the extent to which the facilitation payments as a form of corruption contributed to the vice in the gemstone value chain. From the responses received by the study, 56.0% of the respondents agreed that they offered facilitation payment to those that they knew, with the remaining 43.1 returning a neutral response. No respondents disagreed to offering facilitation payment to those they knew. This ought to be a matter of concern to the players in the gemstone subsector. In regard to offering facilitation payment to those introduced to them; 43.1% agreed, 53.8 returned a neutral verdict. An insignificant 3.1% disagreed, pointing to the fact that facilitation payments are paid to and by people familiar to each other. The study further sought to ascertain if facilitation payments were made for one favor or another, a situation that recorded an alarming 94.1% in agreement, a paltry 4.9% neutral response and 0% disagreement. Surprisingly, 80% of the respondents agreed that they never offered facilitation payment at all, with 20% remaining neutral. No respondent disagreed at all.

Favoritism is associated with corruption, especially in allocating mineral rights in Kenya. The study sought to establish how it affected players in the gemstone sub sector. From the responses received, 70.8% of the respondents disagreed that they rendered preferential treatment to those that they knew, with the balance of 29.2% neither agreeing nor disagreeing. There were no responses in favor of the question. Regarding those introduced to them, most respondents (69.2%) neither agreed nor disagreed, with 20% disagreeing and only 10.8% agreeing.

Regarding the issue of offering preferential treatment in exchange for a current or future favor, 50.8% of the respondents agreed while 24.6% disagreed, with another 24.6% neither agreeing nor disagreeing. Finally, 49.2% of the respondents agreed that they did not offer preferential treatment at all, with 29.1% returning a neutral verdict and 3.1% disagreeing. The research aimed at establishing the extent to which other contributory factors impacted on corruption in the gemstone value chain. There was the need to establish if bosses in the various stakeholder organizations influenced their staff and colleagues to engage in corrupt practices. The responses recorded a significant 70.8% registering as disagreeing, with 29.2% being neutral. No respondent at all agreed to their bosses being the reason for their engagement in corrupt practices. As to whether the society expected the respondents to engage in corrupt practices, 53.8% of the respondents agreed to societal pressure, while 35.4% disagreed and 10.8% neither agreed nor disagreed. There was a notable 49.2% response in agreement that there was temptation to engage in corrupt practices, just because everyone around the respondents was corrupt. There were 29.2% of the respondents that neither agreed nor disagreed, with 21.6 disagreeing that they could be influenced by those around them. Finally, 81.6% of the respondents disagreed with the statement that they did not encourage any form of corruption at all, a statement that could be interpreted that except the 18.4% who neither agreed nor disagreed, all the respondents had engaged in one form of corruption or the other in the course of business across the gemstone value chain.

Inferential Statistics

The researcher further aimed at establishing the bivariate correlation between the two variables of the study: strategic leadership and corruption in Kenya's gemstone value chain. Pearson correlation analysis was applied to demonstrate the direction, strength, shape and significance of bivariate relationship among the variables (Sekaran & Bougie, 2010). Results on correlation vary from being perfectly positive to positively negative subject to the direction of the relationship between the variables (Hair et al., 2007).

Besides the correlation analysis, this study used simple linear regression analysis to ascertain the nature of the relationship between the study variables; strategic leadership (independent variable) and corruption (dependent variable). Linear regression analysis facilitated understanding of how to numerically relate the attributes of strategic leadership (independent variable) to corruption (dependent variable); the impact of change of unit in the estimated variable (corruption) in the known variable (strategic leadership).

Leadership Vision

The study sought to determine the extent to which leadership vision influenced corruption in Kenya's gemstone value chain. Upon data analysis, the outcome of the influence of leadership vision on corruption is presented in Table 4.9 below.

TABLE 4.9: COEFFICIENTS FOR LEADERSHIP VISION PRACTICES

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.546	.400		6.696	.000
	Leadership Vision	.235	.112	.238	2.258	.003

a. Dependent Variable: Forms of Corruption

The correlation in Table 4.9 above displays the beta coefficient values, t-statistics and the significance values. The result of the intercept ($\beta 0$) is 2.546, that is the mean value of Y, when x=0. The result of ($\beta 1$) of the model regression coefficient is 0.235 which signified a weak correlation, meaning that leadership vision was positively associated with corruption in Kenya's gemstone sector. The result of the p-value is 0.003, that ($p<0.05$), the test is statistically significant and does not occur by chance.

TABLE 4.10: MODEL SUMMARY FOR LEADERSHIP VISION

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.238[a]	.057	.048	1.00213

a. Predictors: (Constant), Leadership Vision

Table 4.10 above shows the values of r and r^2 for the model fitted of 0.238 and 0.057 respectively. The r value of 0.238 indicated that there was very weak positive correlation between leadership vision and corruption in Kenya's gemstone value chain. The r^2 value of 0.057 implied that 5.7% of the variation in forms of corruption in Kenya's gemstone value chain was explained by the model $Y= \beta 0 + \beta 1X1$. The results of the model estimates for leadership vision and corruption are shown in table 4.10. The result of the coefficient of determination (r^2) is 0.048. The result of the standard error of the estimate is 1.00213. This means that the variability in the prediction was 1.00213.

From table 4.10, the statistics ($t = 2.84$, p-value $= 0.006 < 0.05$) indicated that there existed a statistically significant relationship between leadership vision and corruption in Kenya's gemstone industry at 5% level of significance. This finding is in line with a previous study that has established that when natural resource exports grew by one standard deviation, corruption swelled by 0.37 points (Ades & DiTella, 1999). Kenya is no exception given that the gemstone sector has a lot of informal and black market dealings, owing to shaky regulatory structures.

Change Management Credentials

The study inquired on the extent to which change management credentials impacted corruption among the actors in Kenya's gemstone value chain. Upon data analysis, the results of the impact of change management credentials on efforts to address corruption are presented in Table 4.11 below.

TABLE 4.11: COEFFICIENTS FOR LEADERSHIP CHANGE MANAGEMENT PRACTICES

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.032	.454	0	4.246	.000
	Leadership Change Management	.348	.114	.354	3.063	.008

a. Dependent Variable: forms of corruption

The correlation in Table 4.11 above displayed the beta coefficient values, t-statistics and significance values. The result of the p-value was 0.008, ($p<0.05$), thus the test was statistically significant. The result of the intercept ($\beta 0$) was 2.032, that is the mean value of Y, when x=0. The result of ($\beta 2$), that is, the model regression coefficient was 0.354, which signified a weak correlation, meaning that leadership change management credentials were positively associated with corruption in Kenya's gemstone sector. Other important results from table 4.11 were the t-statistic which was 3.063 greater than zero, pointing to the possibility that change management credentials had significant influence on corruption.

TABLE 4.12: MODEL SUMMARY FOR LEADERSHIP CHANGE MANAGEMENT PRACTICES

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.354[a]	.125	.116	1.07494

a. Predictors: (Constant), Leadership Change Management

Table 4.12 above shows the values of r and r^2 for the model fitted of 0.354 and 0.125 respectively. The result of the coefficient of determination (r^2) is 0.125, implying that 12.5% of the variation in corruption was explained by the model $Y= \beta_0 + \beta_2X_2$. The result of the adjusted r^2 was 0.116. The result of the standard error of the estimate was 1.07494. This means that the variability in the prediction was 1.07494.

The regression coefficient of the change management variable was 0.348 meaning that for every unit increase in the change management variable (independent variable), corruption increased by 34.8%. Further, the statistics ($t = -0.22$, p-value $= 0.826 > 0.05$) indicated that there existed no evidence of a statistically significant relationship between change management credentials and corruption in Kenya's gemstone industry, at 5% level of significance.

Values and Ethics

The study further sought to establish how values and ethics influenced corruption in Kenya's gemstone value chain. The results indicating the influence of values and ethics in addressing corruption was presented in Table 4.13 below.

TABLE 4.13: COEFFICIENT FOR VALUES AND ETHICAL PRACTICES

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.298	.318	0	10.291	.000
	Values and Ethics Practices	.085	.119	.086	.720	.469

The results of coefficients to the model $Y= 3.298 + 0.085X_3$ indicated that values and ethics were not statistically significant at the 5% level of significance as shown on Table 4.13 above. This was because the p-value of 0.469 was greater than 0.05.

The correlation in Table 4.13 displayed the beta coefficient values, t-statistic and significance values. The result of the intercept ($\beta 0$) was 3.298, that is the mean value of Y, when x=0. The result of ($\beta 3$), that is, the model regression coefficient was 0.086, which signified a very weak positive correlation between the variables.

TABLE 4.14: MODEL SUMMARY FOR VALUES AND ETHICAL PRACTICES

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.086[a]	.007	-.007	1.15043

a. Predictors: (Constant), Values and Ethics Practices

Table 4.14 above shows the values of r and r^2 for the model fitted of 0.086 and 0.007 respectively. The result of the coefficient of determination (r^2) is 0.007. This 0.7% of the variation in forms of corruption was explained by the model $Y= \beta_0 + \beta_3 X_3$. The result of the adjusted r-square was -0.007. The result of the standard error of the estimate was 1.15043. This means that the variability in the prediction was 1.1504. The statistics (t=3.84, p-value = 0.469 > 0.05) indicate that there did not exist a statistically significant relationship between values and ethics and corruption and Kenya's gemstone Industry at 5% level of significance.

Leader's Sense of Fairness and Justice

The study explored the relationship between leader's sense of fairness and justice in addressing corruption in Kenya's gemstone sector. Data analysis was conducted and the results were as presented in Table 4.15 below.

TABLE 4.15: COEFFICIENTS FOR LEADER´S SENSE OF FAIRNESS AND JUSTICE

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.819	.605	0	4.693	.000
	Leader’s Sense of Fairness and Justice	.155	.152	.126	1.013	.298

a. Dependent Variable: Forms of corruption

The correlation in Table 4.15 display the beta coefficient values, t-statistics and significance values. The result of the p-value was .298, that (p>0.05), hence no significant relationship between the variables. The result of the intercept (β0) was 2.819, that is the mean value of Y, when x=0. The result of (β4), that is, the model regression coefficient was 0.126, which signified a very weak positive correlation. This implied that leader’s sense of fairness and justice did not significantly affect corruption in Kenya’s gemstone industry. Other important results from table 4.15 are the t-statistic which was 1.013 and hence greater than zero.

The correlation in Table 4.15 display the beta coefficient values, t-statistics and significance values. The result of the p-value was .298, that (p>0.05), hence no significant relationship between the variables. The result of the intercept (β0) was 2.819, that is the mean value of Y, when x=0. The result of (β4), that is, the model regression coefficient was 0.126, which signified a very weak positive correlation. This implied that leader’s sense of fairness and justice did not significantly affect corruption in Kenya’s gemstone industry. Other important results from table 4.15 are the t-statistic which was 1.013 and hence greater than zero.

The correlation in Table 4.15 above displays the beta coefficient values, t-statistics and significance values. The result of the p-value was .298, that ($p>0.05$), hence no significant relationship between the variables. The result of the intercept ($\beta 0$) was 2.819, that is the mean value of Y, when x=0. The result of ($\beta 4$), that is, the model regression coefficient was 0.126, which signified a very weak positive correlation. This implied that leader's sense of fairness and justice did not significantly affect corruption in Kenya's gemstone industry. Other important results from table 4.15 are the t-statistic which was 1.013 and hence greater than zero.

TABLE 4.16: MODEL SUMMARY FOR LEADER´S SENSE OF FAIRNESS AND JUSTICE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.126[a]	.016	.001	1.13467

a. Predictors: (Constant), Leader's Sense of Fairness and Justice

Table 4.16 above shows the values of r and r^2 for the model fitted 0.126 and 0.016 respectively. The result of the coefficient of determination (r^2) is 0.016 which implied that 1.6% of the variation in forms of corruption was explained by the model $Y= \beta_0 + \beta_4 X_4$. The results of the model estimates for leader's sense of fairness and justice are shown in Table 4.16. The result of the adjusted r^2 is 0.001. The result of the standard error of the estimate is 1.13467. This means that the variability in the prediction is 1.13467.

The regression coefficient of leader's sense of fairness and justice variable was 0.0590452 meaning that for every unit increase in the fairness and justice variable (dependent variable), corruption (independent variable) decreased by 0.0590452 units; translating to a 5.9% reduction. The statistics ($t =-0.55$, p-value = $0.584 > 0.05$) indicated that there existed no evidence of a statistically significant relationship between the leader's sense of fairness and justice and corruption Kenya's gemstone industry and at 5% level of significance. This essentially meant that any enhancement on leader's sense of fairness and justice by one unit yielded 5.9% impact on taming corruption in Kenya's gemstone industry.

Discussion of the Findings

The discussions on these research findings are anchored on the four objectives; establish the influence of leadership vision, change management credentials, values and ethics and leader's sense of fairness and justice in addressing corruption in Kenya's gemstone value chain. The results of the research indicated that the four attributes of strategic leadership (independent variable) and the forms of corruption (dependent variable) exhibited a weak positive relationship. Given that the figures were nearer zero (0) than one (1), the findings show that the four attributes of strategic leadership had no significant impact on corruption in Kenya's gemstone industry. The findings of the study are aligned to similar findings by Bhattacharyya & Hodler (2010), whose study established that an increase in rents from natural resources increases corruption in all jurisdictions that had weak democratic institutions. The second finding was in regard to how leadership change management credentials affected corrupt practices across the gemstones value chain.

Owoye & Bissessar (2014) postulated that corruption shall remain endemic in Africa in as far as the greater majority of the population does not churn the vice and appreciate the values of honest work. The susceptibility to the vice of corruption is attributed to high motivation to earn income in an environment that is marked by spiraling poverty, low salaries and extremely high unemployment rates, and other high social risks such as diseases, ignorance, accidents, etc. The issues raised herein are real and in existence in the counties covered by the research study and could explain the findings.

The findings of the study are that there are other factors that seem to have greater influence on corruption in Kenya's gemstone sector, supporting the view by Ogochi, Odiyo & Ongeti (2018) that strategic leadership influence on performance is hinged on willpower, temperament, characteristics and essential abilities, happening at the right time and attuned to a specific condition. This is something the gemstone value chain may need to develop to leverage on values and ethics to effectively address corruption.

Finally, the study established that a leader's sense of fairness and justice had little influence in addressing corruption across Kenya's gemstones value chain. This finding resonates with the finding of the study by Loch & Lumumba (2014) that listed some of the common causes attributed to the menace of corruption as: poor colonial history, ineffective management, greed in politics, bad governance, lack of selflessness, favoritism, poor civic duty by citizens, lack of public participation in governance, vulnerable government bodies, lack of accountability and transparency, lack of political goodwill, poor moral values, centralism of the government operations, ineffective judicial structures , incessant insecurity as well as persistent conflicts.

Chapter Summary

This chapter covered analysis of the raw data collected by the study. The chapter captured the results and went into deep detail in explaining the descriptive statistics for both the four attributes of strategic leadership and the five forms of corruption covered by the study. The study further explored the inferential statistics and used the Pearson correlation coefficient to examine the association between the two independent and dependent variables. It was evident from the study that all the four attributes exhibited a weak positive relationship with corruption. The chapter basically focused on the interpretation of the findings. The chapter further presented a logical treatise of the research findings against the background of the literature review contained in chapter two of this study.

CHAPTER FIVE: SUMMARY OF FINDINGS, RECOMMENDATIONS, AREAS OF FURTHER STUDY AND CONCLUSIONS

Introduction

This section details an overview of the outcomes, recommendations, areas of further research as well as conclusion on the relationship between strategic leadership and corruption in Kenya's gemstone value chain anchored on the aims of this research. It further offers the suggested recommendations and proposed subjects for future research in both strategic leadership and corruption. The study sought to examine the influence of strategic leadership on corruption, by examining the attributes of leadership vision, change management credentials, ethics, values, fairness and justice, especially regarding how the various types of corruption impacted Kenya's gemstone value chain.

Summary of the Findings

The rationale of this inquiry was to investigate how strategic leadership attributes impacted on the various types of corruption in Kenya's gemstone value chain in the five counties of Baringo, Kajiado, Kwale, Taita Taveta and Nairobi. The study used the quantitative approach so as to generate statistics that would describe the relationship between the independent and dependent variables. The response rate of this study was 84%, meaning that 59 respondents from the sample size of 70 returned completed questionnaires. The summary of the findings captured the specific issues as identified for each research objective as clearly outlined in chapter three.

Strategic Leadership Attributes

The findings of the study revealed that all the four attributes of strategic leadership exhibited a weak positive association with corruption in Kenya's gemstone sector. This was especially evident through the results obtained from the Pearson correlation coefficient. It is important to note that the positive relationship, though positive is not in line with common practice and offers an opportunity for further research, with a set of moderating factors to further explore the relationships thereof.

This study ascertained that change management credentials too had a weak positive linear relationship with corruption in Kenya's gemstone industry. The results on this particular variable confirm that stakeholders across the value chain did not recognize leadership change management credentials as a significant factor in addressing corruption. This pointed to the evidence that change management credentials were not key in the fight against corruption in Kenya's gemstone value chain. This outcome implied that orthodox understanding that change management credentials always facilitated managing corruption did not obtain in Kenya's gemstone value chain.

It was prudent to conclude that the weak positive relationship connotes an association that demands other factors to get in play for the strategic leadership to tame corruption in Kenya's gemstone industry. Stakeholders in the gemstone sector will need to go beyond strategic leadership and perhaps push for more democratic, transparent and accountable institutions to take charge of the administration of mineral rights in Kenya.

Corruption

The study explored the vice of corruption in Kenya's gemstone industry. It is important to note that from the descriptive statistics, there is obvious evidence that corruption exists. It is further evident that the five forms of corruption explored by the researcher, some of the forms manifested themselves more deeply than others. Overall, the respondents were explicit that corruption was rife in Kenya's gemstone industry. The research established that the most dominant form of corruption that existed in the gemstone value chain was favoritism. This conclusion is reached based on the fact that 90% of the respondents from both the public and private sector agreed to the existence of fraud, with 20% neither agreeing nor disagreeing. The matter is further aggravated by the fact that no respondent at all disagreed with the absence of fraud in Kenya's gemstone sector.

Fraud emerged as second most dominant type of corruption in Kenya's gemstone sector. This was supported by the fact that 84.6% of the respondents confirmed that fraud existed within both the public and private sector players within the gemstone sector in Kenya. This speaks to the issues of inspections and declaration of value for tax purposes at the point of export.

Embezzlement and facilitation payment came a distant third and fourth, with 43% and 33%, respectively agreeing to the existence of these forms of corruption in Kenya's gemstone sector. The level of incidence here speaks to the need for stakeholders in the mining sector to address embezzlement and facilitation payments as frequency with which they occur and needs redress.

Finally, bribery exhibited a rather unusual response. While only 6% agreed to its existence and 20% disagreed, the greater majority of the respondents (74%) neither agreed nor disagreed. In a study such as this one that covers human behavior, such a high incidence of respondents declining to overtly agree or disagree on the matter of bribery is an indication that at any moment in time, the respondent would either accept, offer or decline to engage in bribery.

From the foregoing, the outcome of the inferential statistics indicated a weak positive linear relationship between the four attributes of strategic leadership and corruption in Kenya's gemstone value chain. This offers a fertile ground for further research to rationalize the existence of such phenomenon. Future research should seek to explore the relationship between the parameters, in the broader mining sector.

Conclusion

The aim of the research was to explore how the various aspects of strategic leadership influenced the vice of corruption in Kenya's gemstone value chain. This study was predicated on the results of varied research into strategic leadership and associated theories as stated in the literature review chapter. At the point of literature review, the study accessed very limited published literature that directly related to corruption in the gemstone sector, especially in the Kenyan context. This landscape is likely to change as the mining sector becomes a key focus in Kenya's Big Four Agenda and Vision 2030. There can never be any serious housing and manufacturing without adequate raw materials which only the mining sector is able to provide.

Recommendations

This section makes recommendations; based on the findings and conclusions, to the stakeholders in Kenya's gemstone value chain, with specific reference to policy makers and the business management organizations. The study went beyond stakeholders in mining and made some recommendations will be specific to academia, with specific reference for the need to explore the causative relationship as the association noted between strategic leadership and corruption in Kenya's gemstone industry.

Recommendations for Stakeholders and Policy Makers

Relying on the outcome of the research, the researcher recommends that stakeholders in the gemstone value chain should work together to entrench the attributes of strategic leadership covered in this study and explore other leadership styles so as to enhance their capacity to address vice of corruption in the gemstone sector. Given the outcome of the study, stakeholders should seek ways of drawing benefits from the visionary leaders and leaders with acceptable change management credentials, the sum total of their efforts that are likely to yield reasonable benefits in addressing corruption that threatens the growth of the nascent gemstone subsector. The study findings were clear that visionary leadership and change management credentials have the potential to transform the sector in especially addressing corrupt practices that adversely affect business.

The findings of the study indicated that ethics, values, fairness and justice did not have a significant impact on corruption. This is a matter of concern that speaks to the moral fabric of the Kenyan society. There is need for all stakeholders to assess why these attributes that cost no money at all to cultivate in a community returned an unfavorable rating in being contributory factors in addressing corruption. In the analysis, crucial predictors and contributors of addressing corruption were found to be leadership vision and change management credentials. From these findings, the study recommends that public and private sector actors in the gemstone value chain in Kenya leverage on these two attributes to address the vice of corruption.

Recommendations for Academia

Findings from the research offer critical insight on strategic leadership attributes and their influence on corruption in Kenya's gemstone value chain and the country's emerging mining sector that is poised to make a significant contribution to the housing and manufacturing sectors. The strategic leadership attributes covered in this research study were: leadership vision, change management credentials, values and ethics and fairness and justice.

While leadership vision and change management credentials indicated weak positive correlation with corruption in Kenya's gemstone value chain, values and ethics and fairness and justice exhibited an even weaker association in addressing corruption. The researcher recommends more studies in the mining sector context. Existing publications were consistent that strategic leaders must demonstrate values, ethics, fairness and justice in their specific roles in the value chain. It is important that further research is conducted to establish other attributes of leadership and leadership styles that would yield more significant impact and influence corruption in Kenya's promising mineral industry.

Study's Contribution to Theory

This study has made its contribution in starting an academic conversation that can further be explored to add knowledge on strategic leadership attributes and how they may be effectively applied to tame corruption in Kenya's gemstone value chain and the emerging mineral industry to avoid the 'resource curse' evident in most of Africa and other developing parts of the world. This investigation on the relationship between strategic leadership attributes and addressing corruption in Kenya's gemstone value chain provides a sound base for further investigation on the subject, offering policy makers a window to view what may be significant as the gemstone value chain works on positioning itself as a key player in Kenya's economy.

This study further explored the various types of corruption and how the actors in Kenya's gemstone value chain rate them in regard to their impact on business. The study viewed the types of corruption through the lenses of the four attributes of strategic leadership: leadership vision, change management credentials, values and ethics and a sense of fairness and justice. The research identified explicitly the degree to which every variable influenced addressing corruption in Kenya's gemstone value chain.

Areas for Further Research

While this study explored the relationship between the four attributes of strategic leadership and corruption in Kenya's gemstone value chain, it is in no doubt that there was not an earlier study available that had explored this phenomenon. There is need for future research that may expand the scope, either in respect to the attributes of strategic leadership, other leadership styles or the types of corruption or the scope, given that this study only focused on the gemstone value chain in only five of the 47 counties in Kenya.

The current study considered the linear relationship between variables. It would be prudent for upcoming research to introduce a moderating or intervening variable for instance, size of the operation, legal nature of the enterprises and directorship among others to establish existing differences in strategic leadership traditions towards institutional results.

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APPENDIX I: COVER LETTER

Date___________________

Dear Respondent,

My name is Kanyoro Patrick,

I am a student at Pan Africa Christian University, enrolled for the Master of Arts, Leadership programme, concentrating in business and entrepreneurship. In order to meet the requirements of the award for a Master's Degree, I am required to carry out research on a topic related to my area of concentration. The topic for my research is: Strategic Leadership and State Corruption in Kenya's Gemstone Industry.

My success on this research project requires your kind support. I therefore request that you to spend some of your valuable time (about 15 – 20 minutes) to complete the attached questionnaire to the best of your ability and knowledge in regard to Kenya's gemstone subsector.

Please do not write your name on the questionnaire. I assure you that the information you share is for purposes of this professional undertaking and shall be treated with utmost confidentiality.

Thank you for your time and the honour to participate in this research project.

Yours Faithfully,

Kanyoro Patrick

Tel: 0720698898

Email: kanyoropat1@gmail.com

APPENDIX II: RESEARCH AUTHORIZATION LETTER BY PAC UNIVERSITY

PAN AFRICA CHRISTIAN

PAC

UNIVERSITY

P.O. Box 56875 - 00200
Nairobi, Kenya
Lumumba Drive, Roysambu
off Kamiti Rd, off Thika Rd
Tel: 0734 400694/0721 932050
Email: enquiries@pacuniversity.ac.ke
website: www.pacuniversity.ac.ke

8th June, 2020

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR MATHENGE PATRICK KANYORO REG. NO: MALD/11295/0/18

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Master of Arts in Leadership.

He is at the final stage of the programme and he is preparing to collect data to enable him finalise on him Thesis. The thesis title is **"Strategic Leadership and State Corruption: Implications for Kenya's Gemstone Industry ".**

We kindly request that you allow him obtain a research permit so as to proceed and conduct research at firms in Kenya's Gemstone Industry.

Warm Regards,

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR

Dr. Lilian Vikiru
Registrar Academic Affairs
Pan Africa Christian University
Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd
P.O Box 56875-00200, Nairobi, Kenya

APPENDIX III: NACOSTI RESEARCH PERMIT

National Commission for Science, Technology and Innovation -

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **519962**

Date of Issue: **18/June/2020**

RESEARCH LICENSE

This is to Certify that Mr.. Kanyoro Patrick Mathenge of Pan Africa Christian University, has been licensed to conduct research in Baringo, Kajiado, Kwale, Nairobi, Taita-Taveta on the topic: Strategic Leadership for the period ending : 18/June/2021.

License No: **NACOSTI/P/20/5268**

519962

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

APPENDIX IV: RESEARCH QUESTIONNAIRE FOR PRIMARY DATA

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE

Please note that your answers to this questionnaire will be used only in combined statistical totals as aggregate data and will not be matched to individual survey participants.

THE QUESTIONNAIRE CONSISTS OF FOUR SECTIONS

1. Please respond to the following questions pertaining to YOURSELF and YOUR ORGANIZATION. Please be assured that this is CONFIDENTIAL information and will only be used for analytical purposes of the groups of respondents.

Your age group	Mark X
Less than 20 years	
20 – 29 years	
30 – 39 years	
40 – 49 years	
50 – 59 years	
Over 60 years	

Gender	Mark X
Male	
Female	
Briefly explain if you consider either gender to be more susceptible to corruption in the gemstone sector	

Category of Organization	Mark X
National Government	
County Government	
Business Management Organization	
Mining Company	
Association / Group – Artisanal & small scale mining / dealer	
Individual dealer	

Highest Academic Qualification	Mark X
Master's Degree	
Bachelor's Degree	
Post-secondary certificate	
Other	
Do you think there is any relationship between level of education and corruption in the gemstone sector?	

2. Please rank in order of importance each of the following attributes of strategic leadership as applicable to your organization using numbers 1 to 5, each used only once as applicable

5 = Very High 4 = High 3 = Good 2 = Average 1= Below Average

Strategic Leadership Attribute	Rank by number
Leadership Vision	
Leadership change management credentials	
Ethics in the course of business	
Appreciation of values in conducting business	
Sense of fairness and justice	
Have you registered any other attribute that influences corruption in the gemstone value chain?	

3. Please respond to each of the following questions by marking the appropriate box with an X that best represents your view of the importance of the selected strategic leadership attribute in addressing corruption in your organization.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

Strategic Leadership Attribute	1	2	3	4	5
Leadership Vision					
Leadership change management credentials					
Ethics in the course of business					
Appreciation of values in conducting business					
Sense of fairness and justice					

4. I consider the leadership at my organization as visionary and strategic.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

5. Leadership in my organization provides adequate resources to fight corrupt practices in a deliberate action to support of the growth of Kenya's gemstone industry.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

6. There is a defined strategic approach by the leadership of my organization to address corruption.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

7. Some incentives have been put in place by the leadership of my organization to facilitate manage / eliminate corruption.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5
List such incentives if any				

8. Changes in regard to mining and mineral policy have been fully embraced in my organization.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

9. Changes in (8) above have positively impacted on speed for service delivery.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

10. The Mining Act (2016) has been a welcome enabler to defeating corrupt practices in gemstone trade.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5
How has the Act facilitated the fight against corruption?				

11. My organization has had leaders that are change agents in the last five (5) years.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

12. Leaders that are change agents in my organization have confronted the vice of corruption in the gemstone industry in Kenya?

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

13. Ethics and values are a critical consideration in the routine operations at my organization.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

14. Our decisions on application and /or issuance of licenses are wholly determined by the values of my organization.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

15. My personal values facilitate me augment those of my organization to address corrupt practices in Kenya's gemstone industry.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

16. The application process for licensing (including export permits) across the gemstone value chain in Kenya's gemstone industry is fair and just?

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

17. Other stakeholders in the gemstone industry act unfairly and in unjust manner.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5
Name such stakeholders:				

18. Existing rules and regulations within the gemstone industry are fair to the stakeholders across the value chain.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

19. There is political goodwill to address justice and fairness for ethical business practices in Kenya's gemstone industry?

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

1	2	3	4	5

20. Please respond to each of the following questions by marking the appropriate box with an X that best represents forms of corruption that subsist in mining within your area.

1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree

Type of Corruption common in course of business	1	2	3	4	5
Bribery					
Embezzlement					
Fraud					
Facilitation Payment					
Favoritism					
What other form of corruption exists in your organization?					

Type of Corruption in the course of business	1	2	3	4	5
4.1 Bribery					
4.1.1 I am induced to take bribes					
4.1.2 The customers offer bribes					
4.1.3 My colleagues accept and I too do					
4.1.4 I do not accept bribes at all					
4.2 Embezzlement					
4.2.1 There are no adequate rules on embezzlement					
4.2.2 The salary / profits are very low					
4.2.3 The beneficiaries / clients are ignorant of their rights					
4.2.4 I use all funds prudently					

4.3 Fraud					
4.3.1 There is high temptation					
4.3.2 Everyone else does it and so I do it					
4.3.3 I get involved because am assisting others					
4.3.4 I do not steal at all					
4.4 Facilitation Payment					
4.4.1 I offer facilitation payment to those that I know					
4.4.2 I offer facilitation payment to those introduced to me					
4.4.3 I offer facilitation payment for one favor or another					
4.4.4 I do not offer facilitation payment at all					
4.5 Favoritism					
4.5.1 I render preferential treatment to those I know					
4.5.2 I render preferential treatment to those introduced to me					
4.5.3 I offer preferential treatment in hope for future favor					
4.5.4 I do not offer preferential treatment					
4.4 Other					
4.1.1 My boss causes me to be corrupt					
4.1.2 The society expects me to be corrupt					
4.1.3 Everyone is corrupt, so I get tempted					
4.1.4 I do not engage in any form of corruption at all					

21. Please provide any additional comments on your perception on the relationship between the attributes of strategic leadership in your organization and corrupt practices in the course of business.

Thank you very much for your time in completing this questionnaire and for your direct contribution to this study.

Please send completed questionnaire to: Mr. Kanyoro Patrick, Parkside, Muthaiga North.

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Should you wish to receive a copy of the research findings and recommendations at no cost and without any obligation whatsoever, please provide your contact details.